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The Nation's Business

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Entered as second-class matter, February 18, 1913, at the Post-Office at Washington, D. C., under the Act of March 3, 1879.

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The Most Influential Business Gathering of the Year

The Second Annual Meeting of the National Chamber
Washington, February 11, 12 and 13, 1914

Commercial history has been made in two years. The National Commercial Conference, in Washington, April 1912, created the Chamber of Commerce of the United States of America. The First Annual Meeting of the National Chamber, in January 1913, demonstrated the correct foundation principles of the organization and it was then equipped for its national service. It has made itself indispensable during the year.

The influence of business opinion depends on many thinking together on common problems. The Second Annual Meeting, February 11, 12 and 13, 1914, will bring together the constructive forces of the Nation, as represented in individual enterprise as well as in the varied forms of commercial organizations. It will be the demonstration to the Nation that the business forces have the capacity to unite, as an aid to Congress and the Administration, in bringing out business opinion, truly representative of the interests of all states and sections. This has not hitherto been obtainable in our history.

The program, in part, appears on the third page of this issue. Speeches and discussions will take up the most pressing matters of trust legislation, business development and control; and also the relations of the Department of Labor to industries and commerce. Other very important details are maturing. The Committee Reports, mentioned in the third column of the page, will be an unusually important feature; for they represent months of research by men, fitted for the work, in various parts of the country, and will bring about a definite national attitude on these important subjects.

Opportunity for prompting a business Nation to its rightful relation with the Government rests in this meeting. Any organization member that fails to send Delegates, or its National Councilor, will lose its share in this great opportunity. Individual members are urged to attend.

Be in Washington, February 11, 12 and 13, 1914, for the most influential business gathering of the year.

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G. GROSVENOR DAWE
EDITOR

Entered as Second-class Matter, February 18, 1913, at the Post Office at Washington, D. C.
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The Annual Meeting

ON the opposite page appears the program of the Second Annual Meeting as arranged up to the time of going to press.

Owing to the fact that President Wilson's Message, relative to antitrust legislation, will become officially known subsequent to date of issue and his Message is expected to invite the constructive criticism of the business forces of the United States, it will be evident that the program must be subject to important additions along the lines covered by the President's Message. These additions will be made known to the press of the United States and to our members, as soon as all details are finally decided upon.

The point of important consideration by business men is this: that the whole question of corporate activity is to be passed under scrutiny by the business men of the Nation themselves, by the Administration, by Congress and by various Bureaus of the Government.

Corporations represent more than 300,000 business enterprises with over sixty-one billion dollars worth of stocks; and over thirty-four billion dollars worth of bonded and other obligations, and touch every phase of the developmental activity of the Nation.

The moment is therefore crucial in the Nation's business history. Organization members and individual members are urged to secure the strongest and highest representation possible in order that every decision reached at the Second Annual Meeting may carry with it the full weight of organized business opinion the Nation over.

THE Federal Reserve Act became law on December 23. Hearings are at present in progress relative to the location of regional banks.

An important proportion of national banks have already declared their intention to become part of the Federal Reserve System under the terms of the

Act. The personnel of the Federal Reserve Board is at present unannounced.

Immediately after the bill became law, a Special Legislative Bulletin was issued by the National Chamber and mailed to all organization and individual members. It abstracted the whole bill under the general headings of Federal Reserve Banks, Federal Reserve Board, Currency, National Banks, State Banks, and Bonds Securing Circulation. Thus every one of our members was immediately advised relative to the final form of the Act that had in its legislative progress been subject to much change. In addition, within fourteen hours after the passage of the Act, the National Chamber mailed several hundred official copies of the law to such members as had expressed a desire to have possession of the complete Act at the earliest possible moment.

IN view of the great success of the two experimental military camps of instruction for students of educational institutions held during July and August of the past summer at Monterey, Cal., and Gettysburg, Pa., the War Department has decided to repeat them in 1914.

The object of the camps will be, as before, to give to the young men of the country who are desirous of accepting it the opportunity for a short course in military training, in order that they may be better fitted to discharge their military duty to the country should it ever stand in need of their services. The time selected for these camps (summer vacation period) is intended to enable college men to attend with the least inconvenience and greatest instructional advantage to themselves.

The following statement by the Advisory Committee is of national interest:

"After careful inquiry regarding the organization and management of the camps of instruction for college students, established by the Secretary of War in the summer of 1913, we take pleasure in certifying to their excellence.

The military instruction was thorough. The discipline was strict, but the work was so well arranged that it caused enjoyment rather than hardship. The food, sanitation, and med-

ical care were good, and the lessons received by the students in these matters were scarcely less valuable than the military instruction itself.

We commend these camps to the attention of college authorities as a most important adjunct to the educational system of the United States, furnishing the student a healthful and profitable summer course at moderate expense.

JOHN G. HIBBEN, President of Princeton University.

A. LAWRENCE LOWELL, President of Harvard University.

ARTHUR TWINING HADLEY, President of Yale University.

JOHN H. FINLEY, President of the College of the City of New York.

H. B. HUTCHINS, President of the University of Michigan.

GEORGE H. DENNY, President of the University of Alabama.

E. W. NICHOLS, Superintendent, Virginia Military Institute.

BENJAMIN IDE WHEELER, President of the University of California.

HENRY STURGIS DRINKER, President of Lehigh University."

THE Supreme Court through an opinion delivered by Mr. Justice Day on November 3, 1913, sustained as constitutional the Massachusetts Foreign Corporation Tax Law of 1909; Chief Justice White and Justices Van Derventer and Pitney dissenting.

The Massachusetts law provides that every foreign corporation shall pay annually an excise tax of one fifteenth of one per cent of its authorized stock. Two cases were considered together in rendering the opinion; the Baltic Mining Company, a Michigan corporation, and the S. S. White Dental Manufacturing Company, a Pennsylvania corporation.

Mr. Justice Day at one point in the decision used these words: "The mere fact that a corporation is engaged in interstate commerce does not exempt its property from state taxation." He also quoted with approval the statement of the Supreme Judicial Court of Massachusetts in considering the character of the tax assessed under the Statute of 1909 in the following words: "The required payment is strictly of an excise tax and not a tax upon property. * * * This excise tax is for the commodity or privilege of having an establishment for business in Massachusetts, with the protection of our laws and the financial and other advantages of a situation here."

Mr. Justice Day in his opinion took up and decided against the plaintiffs in relation to the three specific objections which had been made to the tax.

"First, the tax is a regulation of interstate commerce, in that it imposes a direct burden upon that portion of the business and capital of the plaintiffs in error which is devoted to interstate commerce; second, the tax is in violation of the due process of law clause, because it attempts to impose taxes upon property beyond the jurisdiction of the Commonwealth of Massachusetts; and third, the tax denies to the plaintiffs in error the equal protection of the law."

In dealing with these phases of the subject, Mr. Justice Day said:

"The right of a state to exclude a foreign corporation from its borders, so long as no principle of the Federal Constitution is violated in such exclusion, has been repeatedly recognized in the decisions of this court, and the right to prescribe conditions upon which a corporation of that character may continue to do business in the state, unless some contract right in favor of the corporation prevents or some constitutional right is denied in the exclusion of such corporation, is but the correlative of the power to exclude."

THE sale of the United States Government's catch of Alaska fur seals and blue and white foxes took place this year in St. Louis instead of in London. The results were satisfactory to Secretary Redfield and to the Department of Commerce. The sale netted \$72,141. The Alaska fur seals sold 5% higher than on the last October basis of London sales. This increase is apart altogether from the 10% duty on dressed and dyed skins imported into the United States. Blue foxes sold 10% to 15% higher than in the sale of last March of United States Government skins in London. The white foxes sold at about the same as the October price in London.

Credit for causing the change of the market from London to St. Louis should be given to Secretary Redfield and the Department of Commerce. The change will amount to a greater financial gain after the closed-season law on seals terminates.

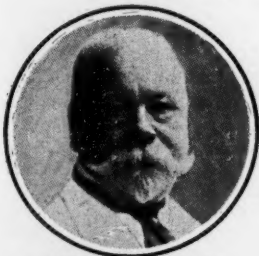
THE issue of the Industrial World, published in Pittsburgh and dated February 2, will be a Smoke Prevention Number. The work for smoke prevention will be reviewed. There will be contributions by the smoke inspectors of the principal cities of the country and a special section devoted to "new wrinkles" in the power equipment field, having in view better fuel combustion and the lessening of the smoke evil. Manufacturers among our individual members and the secretaries of commercial organizations interested in reducing smoke waste will find the above mentioned issue of practical interest.

THE following letter from Henry S. Drinker, President of Lehigh University to Alba B. Johnson, President of the Baldwin Locomotive Works, will prove of interest to all members:

"I wish to write you to tell you how very much I was impressed with the meeting and conference at the Waldorf last Friday. Mr. Wheeler appeared to be the right man in an important place. Until I heard your address and his, I confess I had carried in my mind some little doubt whether a National Chamber of Commerce, in as large a country as this, could be made a practical working machine. I became an enthusiastic convert. It seems to me that the originators of this Chamber of Commerce of the United States have rendered and are rendering the country an inestimably valuable service, because it seems to me that in this body, thus formed, there will rest an intelligence and a power that will be directed conscientiously to the best interests of the country. There is no honesty equal to the honesty of the business man. The business man's code of ethics is high, and his judgment on national affairs is good, and this body will be made up of typically good men from all parts of the country whose opinion will be conscientiously rendered and very intelligently rendered.

"If the organization is carried out on the lines proposed and already put in force, there will be a strength in the movement that will be absolutely irresistible, because it will be the one organization in the country that is really run on a broad and patriotic, yet business basis, and whose movements and utterances will comprise, as Mr. Wheeler pointed out, all the wise conservatism made necessary by the system of conference adopted; but if a decision is reached it will have irresistible force and will furnish a potent argument that should properly impress our national congress when such impression seems advisable or necessary."

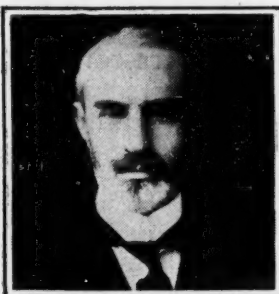
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JOHN H. FAHEY-Chief Ex. Com.
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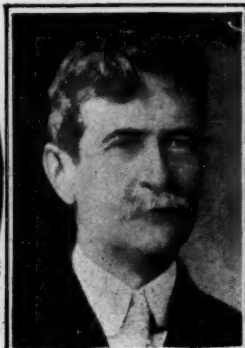
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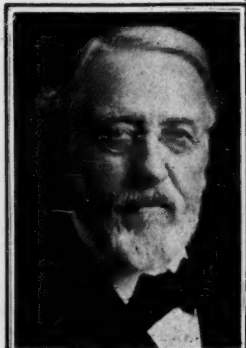
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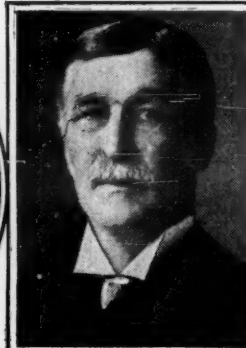
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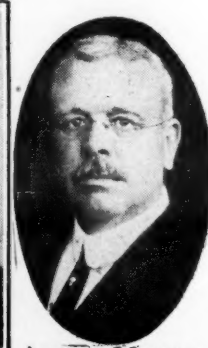
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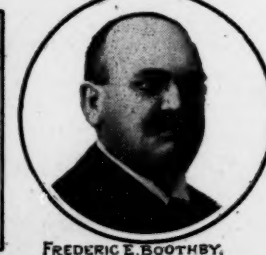
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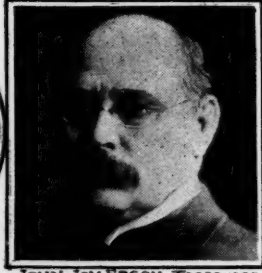
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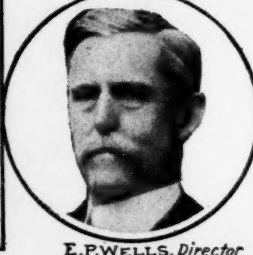
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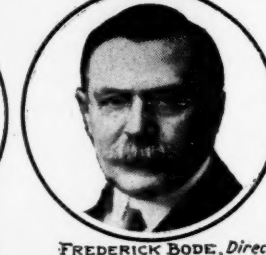
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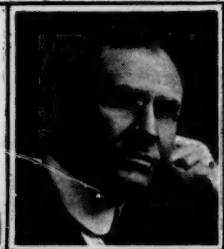
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W. M. MCCORMICK, Director
BALTIMORE, MD.



CHAS. BOETTCHER, Director
DENVER, COL.

Second Annual Meeting, February 11, 12, 13, 1914; Washington

The National Council

The National Council, which includes in its membership a representative from every organization in the National Chamber, will meet at 2 p. m., February 10. The program of the Annual Meeting of the Chamber and the order in which questions are to be submitted will be placed before the National Council for approval. It may consider any questions included in the program and express its opinion on them for transmission to the Annual Meeting.

NOMINATING COMMITTEE

The National Council will select the Nominating Committee, one member from each state, such member to be selected by the National Councillors present from that state. The members of the Council representing national organizations will choose ten members at large of the Nominating Committee. The Nominating Committee will report before 5 p. m., on February 11 and the nominations will be posted in the convention hall.

GENERAL FEATURES

The National Council will be addressed by John H. Fahey, Chairman of the Executive Committee relative to the important duties laid upon the National Councillor by his selection as a representative of his organization.

Full details of the work carried on by the Washington office will be brought before the National Council for discussion.

Program to Date

FEBRUARY 11, 10 a. m.
APPOINTMENT OF CONVENTION COMMITTEES
REPORT OF COUNCIL AND NOMINATING COMMITTEE
REPORT OF THE BOARD OF DIRECTORS
ADDRESS BY PRESIDENT WHEELER

FEBRUARY 11, 3 p. m.
METHODS OF COMMERCIAL ORGANIZATIONS

Speeches by DOUGLAS FISKE, President of the Minneapolis Civic and Commerce Association; S. CHRISTY MEAD, President of the American Association of Commercial Executives; and a speaker representative of national trade bodies.

COMMITTEE REPORTS (SEE MARGIN)

FEBRUARY 11, 8 p. m.
RELATION OF DEPARTMENT OF LABOR TO INDUSTRIES AND COMMERCE
HON. WILLIAM B. WILSON, Secretary of Labor.

THE VALUATION OF RAILROADS
HON. C. A. PROUTY, member Interstate Commerce Commission.

FEBRUARY 12, 10 a. m. and 2.30 p. m.
ANTITRUST LEGISLATION

Two entire sessions at least will be given to this central feature of the Second Annual Meeting. The Administration point of view will be officially presented.

The different phases (such as Interlocking Directorates, the Interstate Trade Commission, etc.), entering into this main subject are now being considered, in order that they may be presented by those fitted by business and professional experience to speak upon them. The full program will be sent to our members and the press later.

Among the speakers will be WILLIAM L. SAUNDERS, President of the Ingersoll-Rand Company and Director of the International Harvester Company; PRES. CHARLES R. VAN HISE of the Univ. of Wisconsin; LOUIS D. BRANDEIS; PROF. H. R. SEAGER of Columbia University; VICTOR MORAWETZ and other eminent business leaders and authorities.

Maintenance of Resale prices will be discussed this day and the following.

Annual Banquet, February 12, 8 p. m.

FEBRUARY 13, 10 a. m.
COMMITTEE REPORTS (SEE MARGIN)
FEBRUARY 13, 3 p. m.
VOTE ON RESOLUTIONS ELECTIONS

Committee Reports

PATENTS, TRADE-MARKS AND COPYRIGHTS; to be presented Wednesday afternoon, February 11, by JAMES G. CUTLER, General Chairman, President of the Cutler Mail Chute Company, Rochester, N. Y.

BANKING AND CURRENCY; to be presented Wednesday afternoon, February 11, by WALLACE D. SIMMONS, Chairman, President of the Simmons Hardware Company, St. Louis, Mo.

STATISTICS AND STANDARDS; to be presented Wednesday afternoon, February 11, by A. W. DOUGLAS, Chairman, St. Louis, Mo.

FIRE WASTE; to be presented Friday morning, February 13, by POWELL EVANS, Chairman of the Committee and of the Fire Prevention Commission of Philadelphia, Pa.

DEPARTMENT OF COMMERCE; to be presented Friday morning, February 13, by JOHN H. FAHEY, Chairman, and of the Executive Committee of the Chamber of Commerce of the United States.

VOCATIONAL EDUCATION; to be presented Friday morning, February 13, by H. E. MILES, General Chairman, Vice-President of the National Chamber and President of the Wisconsin State Board of Industrial Education.

Two Important Referenda Concluded

The National Chamber by the referendum votes which were concluded December 23, 1913, is now in possession of the opinions of its constituent members relative to suggested means of increasing the influence of the Bureau of Foreign and Domestic Commerce in the Department of Commerce, and relative to the question of a Bureau or Bureaus of Legislative Reference and Bill Drafting in Washington as an aid to Congress. The detailed vote has already been distributed by Bulletin to constituent members.

FROM the beginning of its work, the Chamber of Commerce of the United States of America has been in close touch with the Department of Commerce.

Very early in its history as an organization questions of how best to aid the Department were uppermost in the mind of its officials.

Among the early committees set to the task of studying national needs was the Special Committee on the Department of Commerce, made up of the following membership, which was, as will be seen, representative of widely separated portions of the country:

PHILIP B. FOUKE, President; Funsten Brothers & Co., St. Louis, Mo.
C. HERBERT DEFOSSE, Financier; Worcester, Mass.
E. OLIVER FOWLKES, President; The D. R. Dunlap Mercantile Co., Mobile, Ala.
A. H. MULLIKEN, President; Pettibone, Mulliken Co., Chicago, Ill.
CALVIN M. SMYTH, President; Young, Smyth, Field Co., Philadelphia, Pa.
CHAIRMAN JOHN H. FAHEY, Publisher; Boston, Mass.
CHARLES A. MCCORMICK, of Johnson & Johnson, New Brunswick, N. J.
IRA E. BENNETT, Editor Washington Post; represents San Francisco Chamber.
WALTER H. COTTINGHAM, President; The Sherwin-Williams Co., Cleveland, Ohio.
CHARLES C. JENKS, President; Jenks & Muir Manufacturing Co., Detroit, Mich.
LEWIS W. PARKER, Cotton Manufacturer; Greenville, S. C.

Up to this time only a portion of its work has been undertaken. It may ultimately make recommendations relative to all departments in which any bureau touches business. In view of Secretary Redfield's known interest in the Bureau of Foreign and Domestic Commerce, the Special Committee first turned its attention to the needs and possibilities of that Bureau.

As the result of a meeting with Secretary Redfield in June last and again in September, the Committee placed itself on record in a careful report covering various recommendations made by the Secretary in his letter of September 23 to President Wilson.

THE COMMITTEE REPORT

This report covered the following features: (1) the new effort as represented by Commercial Attaches; (2) extension of the earlier efforts of Commercial Agents; (3) the organization of a clearing committee between the Department of State and the Department of Commerce as related to commercial reports; (4) appropriations that would permit consular officers to enable important business opportunities and that would permit the employment of a larger translating force; (5) the distribution of the Daily Consular and Trade Reports free in certain instances and practically at cost to the general public.

Secretary Redfield in his letter to the President made the following points: 1. That the Bureau of Foreign and Domestic Commerce has not received the financial support to which the dignity and necessity of its work entitles it. 2. A committee of experienced officers in the Department of Commerce, using suggestions made by the Chief of the Bureau of Foreign and Domestic Commerce, submitted the plan for reorganization. 3. The division of the work of the Bureau should hereafter be as follows: (a) promotion work; (b) collection of information; (c) distribution of information; (d) administration.

THE QUESTION SUBMITTED

The whole question of placing the commercial organizations of the United States behind the main efforts of Secretary Redfield as endorsed and recommended by the Special Committee was ultimately submitted in the form of a Referendum which, as will be recalled, from earlier copies of *THE NATION'S BUSINESS*, took the form of Referendum Number 5. The final vote on the matter was recorded December 23, 1913.

The votes in favor of the recommendations of the Committee were 624; the votes against were 3. Thirty-four states, the District of Columbia, Hawaii, Porto Rico, and the American Chamber of Commerce in Paris recorded votes.

By this Referendum the commercial organizations of the nation favor the idea of Commercial Attaches, four of them to be stationed in South America because of the latent trade possibilities of that continent and their significance to the United States.

The trade bodies of the nation believe that the Commercial Attaches should be appointed and promoted under civil service law. At this point they differ with Secretary Redfield.

The trade bodies also favor a material increase in the force of commercial agents and believe that one should be assigned regularly to Central America and the West Indies. Secretary Redfield has asked for \$100,000 for the employment of commercial agents, an increase of \$40,000 over the present appropriation.

OTHER POINTS DECIDED

The trade bodies favor the appointment of a number of commercial agents to bring South American information up to date. Secretary Redfield asks for \$100,000 to be used especially for developing the trade of the United States with Central and South America.

The trade bodies favor a clearing committee between the two departments of the government which receive and publish reports arising from the consular service. On the other hand, the Secretary of Commerce believes that the gathering of commercial information by consular offices should be under the direct supervision of the Secretary of Commerce and that their commercial reports should be made direct to him and not through the State Department.

The trade bodies favor the appropriation for cabling and other forms of rapid transmission and the translation of important information from abroad.

The Secretary has recommended the appropriation of \$3,000 for the purchase of documents, etc.

The trade bodies favor the distribution of the Daily Consular and Trade Reports free to public officials, libraries and commercial organizations and to others practically at cost. They do not believe that reports should be scattered indiscriminately, but should be sent free only to public officials and commercial organizations and sold practically at cost to all others.

BY the conclusion of Referendum number 6, the National Chamber is instructed on the question of the establishment by Congress of a Bureau or Bureaus of Legislative Reference and Bill Drafting.

The vote was 625 in favor and 16 against. Two hundred and two organizations took part in the voting, representing 32 States and the District of Columbia, Hawaii, Porto Rico and the American Chamber of Commerce in Paris.

The vote indicated the desire of commercial organizations to have every possible assistance given to Congress relative to both the character and the form of legislation.

As shown in the Referendum pamphlet on November 8 and also emphasized in *THE NATION'S BUSINESS* for November 15, twenty-five States in the Union have some form of legislative reference and bill drafting bureau.

The duties of these bureaus vary in detail but in principle they are the same. They are expected to bring together fullest information on all sides of any subject that may call for legislative action and thus enable the legislator to proceed with knowledge relative to that which has been done in other states or in other countries along a given line.

On the bill-drafting side, these bureaus assist the legislator in reducing to recognized and accepted legal form those ideas which it is his desire to embody in legislation.

The services rendered therefore are twofold and in directions that become more and more important in view of the very great legislative activity in the various states, in the nation and in other countries of the world.

AN IMPRESSIVE STATEMENT

A quotation from the statement of the Railway Business Association indicates the practical helpfulness that such a bureau or bureaus would be in Congress:

"No legislator, moreover, can know without specializing in it what must be known about existing constitutions, court decisions, statutes, and administrative situations if he is to avoid pitfalls. A bill may be filed dealing with the charter of a certain city. It is necessary to ascertain in every respect just how that enactment would work—what provisions it would repeal; what sections must be changed to meet the practical conditions in an actual going municipality whose vital functions must continue without undue interruption. Pains having been taken to perfect the measure in these respects, somebody introduces an amendment making the bill apply to all the cities of the State. By this simple change an entire new set of statutes comes into play and another revision is essential. A bill may contain a word which has not been judicially interpreted, when another word satisfactory for present purposes has been so interpreted; for instance, the legislator writes "restriction of trade" when "restraint of trade," which has been through the crucible of the United States Supreme Court, would do as well. By using in the new law a phrase whose meaning is established millions of dollars may be saved in court costs and in losses through the postponement of business enterprises due to uncertainty in connection with litigation. It is said in Wisconsin where bill-drafters are maintained, that since the bureau was established only two bills drawn by it have subsequently been pronounced invalid by the courts and in each of those two cases the bureau had stated in writing when transmitting the draft to the legislator who had requested it that in their judgment the measure was unconstitutional."

The subject of a Legislative Reference Bureau was before the House

Committee on Library of the Sixty-Second Congress. Many authorities appeared at a hearing including former British Ambassador James Bryce, and the Speaker of the House of Representatives. No voice was raised against the proposition. Committees of both houses recommended legislation in this direction, but no action was taken by either branch.

Several similar bills are pending in the Sixty-Third Congress and the Senate Committee on Library has already reported one of them favorably. The vote of commercial organizations in the matter of this Referendum therefore allies them with an effort, the utility of which has already generally recommended itself and in connection with which it is hoped that successful results may be secured during the present session of Congress.

The Country's Condition

ON the third of January there appeared very generally throughout the United States reference to the Report of the Committee on Statistics and Standards of the Chamber of Commerce of the United States.

By organized effort these gentlemen placed themselves in touch with several hundred men scattered over the United States who by long training were able to estimate business conditions with accuracy. Based upon this report as of November 29, 1913, the Committee brought together a complete survey of business and other conditions. The survey took up in detail reference to nearly every state in the Union. The chief conclusions, however, were directed towards regional conditions and it defined the status of affairs in (1) Pacific Coast States, (2) Rocky Mountain States, (3) Great Plain States, (4) the Northwest, (5) the Central West, (6) Middle States, (7) New England, (8) the South.

On the same date, the same report with a map in colors was placed in the hands of organization and individual members of the National Chamber, so that in one day a very general impression was given throughout the Nation relative to those portions where business prospects were good, fair, or poor. The general conclusion of the report was that business conditions in the main were fair. In some few small areas, due chiefly to local and climatic condition, the report showed a poor condition. In other areas, the total of which exceeded the area shown as being poor, the report indicated that conditions were good.

The report as a whole was heartily praised throughout the Nation. Many leading papers gave much space to the details of the report and to the accompanying map. Some slight criticism was offered from regions that were indicated as being in poor condition.

As announced in the December issue of *THE NATION'S BUSINESS*, the Committee on Statistics and Standards is planning not only to bring out these business surveys at regular intervals, but also to cover other statistical features in connection with which they ask suggestions from the business forces of the Nation. A statement to this effect appeared on page 10 of the December issue.

Purpose of National Food Trades Conference

The response of various Food Trades Associations to the general good purposes of the Food and Drugs Act has been invariably prompt. The present desire for additional legislation finds its answer in a National Food Trades Conference to bring mutual interests together and unite all in favor of ideal and, as far as feasible, uniform laws in State and Nation. The following explanation is the answer to a direct request.

Purpose of the National Food Trades Conference

I TAKE pleasure, at the request of the Editor of THE NATION'S BUSINESS, in explaining the purpose of the Legislative Committee of the American Specialty Manufacturers' Association in inviting the National Food Trades Conference. It was held in Atlantic City, New Jersey, June 6th, 1913. It was attended by representatives of many of the national food trades associations, including manufacturers and dealers, to consider, principally, the need for and value of the greater uniformity of the National and State Pure Food Laws.

The Chairman, Mr. Louis Runkel, as Chairman of the Legislative Committee of the American Specialty Manufacturers' Association, in his address, indicated the purpose of the Conference, earnestly urging that such uniformity is in the interest of both the consumer and the manufacturer and dealer.

After a very interesting discussion the following resolution was adopted:

WHEREAS, Food control legislation, general and special, has been enacted by Congress and by the legislatures of all the States, and is now being actively enforced, and

WHEREAS, Many manufacturers of and dealers in food products do an interstate business and are, therefore, subject to both such national and State regulations, and

WHEREAS, This Conference has considered the need for and the value of uniform Federal and State laws relating to the adulteration and misbranding of food products, and

WHEREAS, The uniformity of the food laws is recommended by the Commissioners on Uniform State Laws and by the American Bar Association, therefore be it

Resolved, that this national food trades conference hereby reaffirms its belief in food control legislation, which shall deal justly and equitably with the interests of the consumer and the trade as beneficent and necessary legislation, and be it further

Resolved, that this conference hereby earnestly recommends that such food control legislation, National and State, be uniform, believing that such uniformity will equally benefit the consumer and the trade."

A resolution was also adopted authorizing the Chairman of the Conference to appoint a Committee of seven, representing seven distinct national food trades associations, to meet in the near future and consider the advisability of the continuation of these conferences to the end that the food control laws and regulations of this country may be made better and also more uniform.

COMMITTEE OF SEVEN MEETS

This Committee was duly appointed and conferred in New York on December 16, 1913. The following resolution was unanimously adopted:

FIRST. That the various National food trades associations meet in a public National Food Trades Conference, annually at least, to consider together subjects of general interest, relating to the food control laws and regulations, to encourage the greater uniformity of efficient food control laws and regulations, and to aid, generally, in attaining purer and better foods, honestly and properly labeled and advertised.

SECOND. That the National and State and Municipal Food Control Officials, The Committee on Purity of Articles of Commerce, Uniform State Laws Commission, and the various Civic and other organizations representing the public

generally and interested in this common subject, be invited to participate and share fully and freely in this Conference, to the end that the subjects discussed may be considered from every standpoint in the final interest of the manufacturers, distributors and the general public.

THIRD. That the National Food Trades Conference organize on a permanent basis for the general purposes above indicated, the incidental expense attending the holding of such conferences to be shared equally by the individual and cooperating associations.

FOURTH. That the first meeting of the National Food Trades Conference be held in New York City within sixty days, at such time as may be designated by the Chairman, at the Waldorf-Astoria Hotel.

FIFTH. That the Secretary of the National Food Trades Conference be, and he hereby is, instructed to send a copy of these recommendations and of the proceedings of this meeting to each national food trades association with an earnest suggestion for cooperation in the National Food Trades Conference.

It is anticipated that the second meeting of the National Food Trades Conference will be held in New York in the near future when the above resolution will be duly considered.

SIGNIFICANCE OF UNIFORMITY

The significance of the phrase UNIFORMITY is not always appreciated. It embraces within its meaning the best law universally prevailing and equally and most efficiently enforced in every part of the Nation. In striving for UNIFORMITY we must strive to strengthen the laws, to make their operation best serve the public in whose interest the laws are enacted. No law, a weak law, a lack of sufficient appropriation to enforce the existing law in particular communities—are all examples of a lack of uniformity equally with technical differences and conflicts in the existing laws.

The need for such uniformity is axiomatic. It is inconsistent and illogical and not in the public interest to have varying standards of living—to have one section set apart from the other, with entirely different and often conflicting food control regulations—in the several states. Our nation is one and single, our interests and needs are, generally, similar. Under the present conditions of commerce the foods consumed in the respective states are to a large degree from the same field, from the same factory or cannery, distributed subject to the laws of supply and demand. A proper and necessary regulation in one locality should prevail universally. There should be no distinctions made by reason of artificial geographical boundaries in regulating the commerce in foods.

MANUFACTURER AIDED

UNIFORMITY means much to the manufacturer and dealer, also. Different and conflicting requirements calling for different labels and varying processes of manufacture for particular localities increase the difficulties and expense of manufacture and distribution, which is not finally in the public interest. The volume of food control regulations has become so great that the manufacturer is kept in constant anxiety that there may exist or be promulgated some regulation of which he may or may not be aware which does or would declare, however technically, the present method of labeling or manufacture, illegal in some locality. And with conflicting technical labeling re-

quirements, as to the arrangements of the label, wording, type, etc., it is, often, almost impossible to so control the ultimate destination of products as to avoid the violation of some law. And these are penal statutes. The manufacturer generally has been ready to conform to proper regulation, necessary in the interest of the consumer, however severe, if such regulation is universally applicable.

In the last analysis the interests of the Consumer, the food trade, and the officials enforcing the food laws are identical and there appears to exist no reason why they should not co-operate to the common end. For the great majority of the food trade, honest and law abiding, the usual requirements written into the law are no more than their own standards voluntarily adopted. Food manufacture and distribution are a necessary part of commerce and the public interest is best served when that commerce is properly regulated, and not hampered or obstructed by unnecessary burdens.

FEDERAL IMPROVEMENTS POSSIBLE

UNIFORMITY demands a standard or model for such uniformity. A National law is, logically, such a standard or model. To serve as such a model or standard the National law must be as efficient as possible. Some of the State laws have anticipated the National Law by incorporating provisions which the National law did not include but which it ought to have included. It is not desirable that a strong local law should be materially weakened for the mere sake of uniformity. For example, for several years North Dakota has required packaged foods to be labeled to indicate the net contents. Only within the last few months has such a provision been read into the Federal Pure Food Law. Only within a comparatively short time has the Federal law been amended to provide, expressly, against false and fraudulent statements regarding the curative or remedial value of drugs. The Federal law is not a perfect law, and it would be strange, indeed, if it were, however, we might wish. But it has proven a most beneficial law and accomplished much in keeping from the channels of commerce injurious and unwholesome and fraudulently labeled products and is gradually being strengthened, as its weaknesses are demonstrated.

COMMON FORUM NEEDED

With these general considerations before us, what work may the National Food Trades Conference perform? Such a Conference affords an opportunity for a common meeting, a forum, not at present provided, for the various and independent food trades associations, to consider together these questions of general interest. If an amendment of the Federal or State laws is advisable and necessary the food trade should cooperate in aiding its attainment. Common counsel throws the light of publicity upon the questions considered, indicates the weak and strong points and enables an adjustment of opinion and judgment. A distinct obligation rests upon the food trade to use its best endeavors as a whole to cooperate in the strengthening of the existing laws and their enforcement.

Such a Conference affords an oppor-

tunity for closer cooperation with the Federal and State Food Control Officials and the various civic organizations interested in this subject, where ideas may be exchanged, the different view points brought forward and conclusions reached in this friendly cooperation, in the best interests of all concerned.

As an illustration: the Federal and State Food Control Officials recently have, through their official association, made several recommendations as to the amendment of the Federal Pure Food Law and Regulations, as to the establishing of proper and legal minimum food standards, etc. These questions are of interest to the food trade and should receive careful consideration and cooperation with the officials affected. The desired ends will be accomplished by such cooperation not only more quickly, but we venture to say, more effectively. The close and harmonious cooperation not only of the food trade, but, also and especially, of the food trade, the Food Control Officials and the Civic Organizations will mean much, we believe in the attainment of uniformity of action.

VARYING PHASES UNITED

A National Food Trades Conference offers an opportunity to perform a service alike to the food trade and the general public.

The several food trades organizations are, for the most part, confined to particular phases of the industry,—as the Confectioners' Association, The Oyster Growers' Association, the Flavoring Extract Manufacturers' Association, etc. Such a common Conference open a new avenue of usefulness enabling the consideration of questions of general interest, as for example, the establishment of food standards, from all standpoints and the making of general recommendations. The Conference, however, is not intended to and could not from its very nature, displace or supersede in any manner, the usual activities of the several associations cooperating therein. It will serve rather as a common bond of interest.

Such a conference affords an opportunity for constructive suggestions, for a careful and constructive study of the various phases of the law, thus, practically, aiding the attainment of better and more uniform laws. No better illustration of the value of such cooperation possibly could be mentioned than the results accomplished by the National Drug Trades Conference in drafting the proposed National Narcotic Law, in harmonizing all differences of opinion and proposing a law supported by the entire drug trade, a cooperation which marked a new era in the method of constructive betterment of the food and drug laws.

I cannot presume to speak for or represent in an official or other capacity the National Food Trades Conference. As Counsel for the American Specialty Manufacturers' Association, the Legislative Committee of which Association invited the National Food Trades Conference, I have been deeply interested in this movement. I am able, therefore, at this time, only to outline, historically, the development of the National Food Trades Conference to this date.

CHARLES WESLEY DUNN.

Services Rendered by National Trade Bodies

The problems confronting the national bodies devoted to the interests of one trade or group of trades differ from those confronting organizations dealing with community needs. An idea of the various directions in which national trade bodies exert beneficial influence can be gained by considering the details grouped on this and the succeeding page. All organizations reporting are members of the Chamber of Commerce of the United States

United Typothetae

THE three greatest achievements or services rendered by our organization during the year were as follows:

FIRST, Installation of Cost Systems in printing offices demonstrating the actual cost of production, and the completion of a Standard Accounting System to be used in connection with the shop system.

SECOND, Service Department inaugurated, giving twelve cardinal features of service, as follows: Employment Department, Cost Finding, Accounting, Estimating, U. T. A. Price List, Efficiency, Trade School and Vocational Training, Selling and Publicity, Statistics, Credits and Collections, General Information, Bulletin.

THIRD, Appropriation by the last convention of a considerable sum for research and investigation of the apprenticeship problem and the endowment of Technical Trade Schools.

S. EVANS CLARK, *Secretary*,
United Typothetae and Franklin Clubs
of America.

Bridge Builders' Society

OPEN PRICES.—Primarily, we have continued and extended the purpose for which the Society was organized some three years ago, viz: the exemplification of the "Open Price Policy." To this end we exchange freely and frankly, under certain rules and restrictions, the prices and quantities of material being quoted upon and contracted for daily among our Members. This work is being carried on in an entirely legal way, as is evidenced by the fact that soon after organization, we requested and received an investigation by the Department of Justice, which expressed its approval of the methods and details of our work. Competition among the Members of the Society is absolutely unrestricted but each Member is at once informed as to the quotations having been made by other Members on the same piece of work. This not only keeps each Member posted as to his standing on each piece of work bid upon, but also enables him to form a very accurate knowledge of the trend of the market.

TRADE SYNOPSIS.—Weekly, monthly and annual reports are made to each Member, showing the tonnages of structural steel offered for proposal, proposed for and contracted for, throughout the country. These figures are compiled from the reports made by the Members themselves, not only of the business passing before them, but also of such contracts as they may have knowledge of, placed elsewhere. They are also collected from such other sources as are considered reliable. By the co-operation therefore, of Members scattered throughout the country reporting through a central office, we are able to offer our Members a very complete synopsis of the general state of the trade at such frequent intervals as to enable them to keep fully posted on current conditions. By this means, the smallest Member of the organization is furnished with information which it would be impossible for him to secure through his own resources.

TRANSIT FABRICATION.—A further specific achievement during the past year was the securing from the Interstate Commerce Commission, working in connection with other trades, the

continuation of the so-called "Fabrication in Transit" privilege. This privilege enables shops located away from the centers of the steel industry to compete successfully with those more fortunately located. This is accomplished by an equalization of freight rates, and could have been brought about only by the concerted action of a large number of interests working in harmony.

GEO. E. GIFFORD, *Secretary*,
Bridge Builders and Structural
Society.

Implements and Vehicles

TRAFFIC BUREAU.—The National Implement and Vehicle Association regards as one of its most important undertakings the maintenance of a Freight Traffic Department, in that it serves not only their entire membership, but the Interstate Commerce Commission and the carriers as well.

STUDY OF COSTS.—Our second undertaking is promoting the study of Costs by our manufacturers and to do this effectively we have organized a number of our lines into departments which meet from time to time and consider those questions pertinent to their commodity. While there has been a great awakening among manufacturers generally, relative to the compiling of complete costs, the methods and system employed lack uniformity or standardization to such an extent that cost figures submitted by a series of plants generally lack value for comparative purposes. Our efforts are directed to make these processes uniform in order that correct total costs may be readily ascertained.

AIDING RETAILERS.—The National Implement and Vehicle Association also regards as very important the fact that it co-operates with state and territory associations in aiding retailers toward success, by educational methods for correct accounting of costs and advanced methods in conducting business. About four years' preliminary work has been done and the results shown have been very gratifying.

E. W. McCULLOUGH,
Secretary,
National Implement and Vehicle
Association.

United States Brewers

COLLECTIVE BARGAINING.—The brewing industry recognizes frankly the principle of collective bargaining, and of union labor. Brewers have, however, dealt largely as individuals with the local unions, and labor contracts have frequently been made without full knowledge of competing conditions, and upon both sides the need of co-relation and greater care is recognized. The Labor Committee of the United States Brewers' Association initiated the policy some two years ago of employing a professional adjuster for the purpose of advising our members in regard to their contracts, and in the amicable settlement of the difficulties that may arise. To illustrate the value of persistent and continuous effort in this line, we may cite the new Board of Conciliation in St. Louis, which is composed of three members and three alternates representing the brewery workmen, and an equal number representing the employers, and provides that employees shall not cease work, walk out, strike or engage in a shop strike during ne-

gotiations for a settlement of differences, while arrangements are being made for conciliation or arbitration. (Our contracts have for years contained an arbitration clause, but the Conciliation Board meets regularly, rather than as a matter of emergency.)

CROP IMPROVEMENT.—The development of the crop improvement work has been along the line of co-operation, as well as original enterprise. The Crop Improvement Committee of the United States Brewers' Association has established a working arrangement with a similar committee of the Grain Exchanges of the country, and is also utilizing the agricultural bureaus and experiment stations of the barley-growing states. It is also working in co-operation with the Federal Department of Agriculture, notably in connection with experiments in rice-growing in California, and hop culture, and has established a "Hop Fellowship" at the State College of Agriculture at Cornell University, in the hope of restoring hop-growing in New York State. The brewing industry is concerned not only in the improvement of quality, but in the increase of the quantity of barley and hops produced. The beer business in the United States continues to increase very much faster than the population, so that the development of the production of barley and hops is a matter of serious consideration.

HUGH F. FOX, *Secretary*,
United States Brewers' Association.

National Tanners

CREDIT BUREAU.—Briefly stated the system is an interchange of ledger experience and a comparison from period to period with previous records to show the credit tendency of a concern, whether towards stability or weakness. On a list of concerns sent to them each month the members report their actual ledger experience over six-month periods. They indicate how bills have been paid, and the amounts overdue if any, together with terms and other important data. These experiences are shown on a summary report issued by the Executive Office. Similar reports on each concern are issued every two months or oftener. A record of previous reports is shown on each summary so that it can be instantly determined whether the current report shows a better or worse credit condition.

STATISTICAL SERVICE.—The service is conducted in such a manner that the members know only the general conditions, the individual reports of the members not appearing. In this manner all members are treated on absolute equality. This service, like the Credit Bureau service, depending as it does on absolute integrity, and confidence on the part of the participating members, will require time for its full and complete development.

ORGANIZATION.—Our hope is that the near future will develop a possibility for organization which will unite all branches of the tanning industry under one head, The National Association of Tanners, to work out those problems which are common to all;—and that each different group of tanners will organize as a sub-division of The National Association of Tanners. This principle has been worked out to a small extent already. The sole leather men meet together and

discuss their problems. The upper leather tanners have made a start in this direction. Outside of The Association the Morocco leather people have an organization many of whose interests are foreign to the interests of all other tanners, but they too have some interests which are identical to those of every other tanner. So it is with the organization of Upholstery Leather Tanners.

CUDWORTH BEYE,
Executive Secretary,
The National Association of Tanners.

National Confectioners

IN my judgment the most important services rendered by our organization during the year 1913 are:

FIRST, a step forward in bringing about uniformity of State and National Laws directly affecting our business.

SECONDLY, education of our members in regard to the advantages of organization within legal rights to organize. In other words we have shown that a distinct service can be brought about through cooperation that is in no wise contrary to law.

THIRD, a reduction of the activities of so called muck-rakers, bringing the daily press to an appreciation of the real conditions within our business, and securing their cooperation in censoring untruthful, but sensational articles, and untruthful reports as to the purity of products.

V. L. PRICE, *Chairman Executive Committee*, National Confectioners' Association.

National Founders

SAFETY AND SANITATION.—We organized a bureau under the direction of a committee of members to secure a concerted action for the prevention of foundry accidents and the adoption of safe and sanitary working conditions. To accomplish this, the members have reported direct to the committee the injuries to employees, occurring in their individual plants from time to time. Through these reports the committee has been able to collect a vast fund of information on the character of foundry accidents and the conditions under which they occur. After a most thorough investigation, specific remedies and safety devices and apparatus are recommended to the members, through bulletins issued monthly, for the prevention of the most common injuries. In addition, a safety inspector has been employed, whose duty it is to inspect the plants of members and report to them his recommendations for the elimination of hazards of every description.

THE REVIEW.—This Association, in conjunction with the National Metal Trades Association, a similar organization, publishes The Review, a monthly magazine by means of which it undertakes to place in the hands of the employees of its members reliable information relative to labor problems. During the past year, there has been an unusual demand from workmen for The Review, plainly indicating that they wish to be fairly informed upon labor questions. These numerous requests have resulted in a greatly increased circulation for the magazine.

RELIEF OF MEMBERS.—During the past year, forty two members have requested and received support during strikes called by the International Moulders' Union to enforce unreason-

Services of National Trade Bodies

(Continued)

able and uneconomic closed shop restrictions. In every instance, the member involved has succeeded in establishing and maintaining the "open shop."

J. M. TAYLOR, *Secretary*.
National Founders' Association.

Millinery Jobbers

MUTUALITY.—During the past year our Organization has attempted but little in the way of legislative enactment. Our principal desire has been to bring our members together for a general discussion of our business conditions. We find that our meetings are of much value in removing animosities which grow out of keen competition and restoring the feeling of confidence and good fellowship between antagonistic business houses and antagonistic markets.

RETURNED GOODS.—The one thing to which we have given particular attention, is the problem of excessive and unfair return of merchandise. It has become a growing custom among many dealers of this country to return goods, or cancel orders, without a reasonable excuse. Our organization has established a *Returned Goods Bureau*, under the care of what we call a Returned Goods Adjuster, to which Bureau we expect to refer all cases where the right to return goods is in dispute. We have invited from the dealers, who are our customers, just criticism of our methods in the taking and filling of orders, so if the cause for excessive returned goods lies with the distributors comprising our membership, that cause may be corrected. The charge upon the industry, by reason of this excessive return of merchandise, has become so burdensome that unless corrected, a re-adjustment of price values will be necessary. This we hope to obviate through the successful operation of our Returned Goods Bureau.

SAMUEL ACH,
President.

The Millinery Jobbers' Association.

Wholesale Grocers

COMPULSORY BRANDING.—Quotations from the address of the President of the National Wholesale Grocers' Association, delivered in Atlantic City last June, drew attention to the passage of the Net Weight and Measure Law. Concerning this the Committee of the Association on Pure Food, reported:

"It is becoming more and more apparent what a mighty influence for good in the field of food legislation this Association and its members at large have become. Preeminent in the record of the Association's legislative work, the year has witnessed the crowning success of our efforts for the enactment of a national compulsory weight or measure-branding law. The enactment of this law at this time formed the foundation argument in urging the passage of similar statutes in other legislatures that convened last year. Although not enacted as law until March 3, 1913, it has already been adopted in seven states. Other states passed it while it was still pending in Congress. In addition, bills modeled after this new national law are now pending in five states, in some cases having passed both houses of the legislature and been sent to the Governor for signature."

CANNED FOODS PUBLICITY.—The President in his address also drew attention to the work of a special com-

mittee rendered in the direction of what was called "Canned Foods Publicity Work." To that Committee individual contributions of members amounted to \$13,000. The President recommended that a week be set aside annually for exploiting the use and consumption of canned foods of every kind and description.

American Warehousemen

WAREHOUSE RECEIPTS.—The principal work of national character carried on during the year has been the promoting of the adoption of the Uniform Warehouse Receipts Act, which during the year 1913 has been enacted in the states of Vermont, Minnesota, South Dakota, Washington, Oregon, and Nevada, and the Territory of Alaska. This Act is now the law of twenty-eight states and District of Columbia, the Philippines, and Alaska. It has now been adopted in all the important commercial states with the exception of Indiana and Texas.

WAREHOUSES AS UTILITIES.—During the year the Association investigated to some extent the question of Public Warehouses being considered as Public Utilities; finding that while many of the states had public utility commissions and others railroad and warehouse commissions, etc., that none of these exercised or claimed any control or jurisdiction over public warehouses (other than grain elevators, etc.), except in the State of California. There the California Railroad Commission has claimed and does exercise supervision over warehouses. The matter is yet in what might be called the trial stage in California. It has developed to an extent, that induces warehousemen in San Francisco to believe that it may be an excellent thing for them to work under such a Commission.

COLD STORAGE.—Of more than local interest has been the effort on the part of the Cold Storage Section of the Association to prevent the passage of impolitic cold storage legislation.

The public has been misled by agitators. All kinds of bills have been introduced in legislatures, and in Congress. They lose sight of the fact that the National and State Pure Food Laws, if enforced, would do everything necessary or desirable for the benefit of the consumer of cold storage food stuffs.

The Association believes the consumer would be better protected in every way by a proper enforcement of the Pure Food Laws; which would also protect him against any mis-branding.

CHARLES L. CRISS,
Secretary,

American Warehousemen's Association.

Lumber Manufacturers

NEW SELLING METHODS.—In addition to conducting their regular lines of work, the associations of lumber manufacturers, during the past year, have endeavored to show their members the necessity for adopting new methods of merchandising lumber.

Lumber has heretofore largely sold itself. When business was good, the mills were busy, and when it was slack, they were shut down. Very little effort has been made to create new markets, the lumbermen feeling that their product was a necessity of life. They are now realizing the need of adopting the selling methods of their competitors—the manufacturers of substitute materials,—and are beginning to advertise the merits of their respective woods, to develop new uses for lumber, and to get in touch with the actual consumer to show him what grades of lumber will satisfactorily

meet his needs at a saving in cost to him.

A year of low wholesale lumber prices, such as the present year has been, increases the waste of raw material at the saw mills. Because the margin of profit has been exceedingly small, lumber manufacturers feel the necessity of creating a demand for much of the forest material which the

public is now unwilling to buy. The lumbermen, therefore, are making efforts to teach the people how they can assist in utilizing this kind of material, and the results will be of benefit to both the producer and the consumer.

J. E. RHODES,
Secretary.

National Lumber Manufacturers' Association.

Harmonizing Buffalo Schools and Industries

THE statement which follows relative to vocational education and research in Buffalo is of significance in all communities which are highly developed from the industrial point of view.

The vocational problem differs in different cities, because in some cities certain industries are localized and in others industries are distinctly miscellaneous. There is, however, suggestive value for every city in this statement which has been prepared by Mr. Sydney Reid at the request of THE NATION'S BUSINESS.

MR. REID'S STATEMENT

Buffalo, New York, which is a leading industrial city, has, like other industrial centers here, recently been suffering from a shortage of skilled mechanics. As a rule the industries are manned by cheap single process men, but some skilled mechanics are needed and not enough are available. Industrial owners have been blaming the sort of education given by our public schools.

With a view to setting matters right Buffalo last spring borrowed Mr. E. W. Weaver from her neighbor, New York City. Mr. Weaver is a teacher of mathematics in Brooklyn Boys' High School. He is also chairman of the Students' Aid Committee of the High School Teachers' Association of New York City and has had many years of experience in finding good places for students.

He filled the office of Director of Vocational Training in Buffalo from April 1st to September 1st of this year, and largely by his means Buffalo industries and schools were carefully examined and representative school men, industrial leaders, churchmen, and social workers met in conference to examine findings and agree as to what was best to be done.

Buffalo school men and industrial representatives under the leadership of Mr. Weaver labored, investigated and conferred together from April to September; aiding them were representative churchmen and social workers. The result was the following program which is now being tried out in Buffalo:

THE BUFFALO PROGRAM

1. A Bureau of Vocational Guidance now is part of the Buffalo School system.
2. A Vocational Counsellor in each school will look after the boys and girls who go to work. He will see that they are fitted for the employment and that the employment is fit for them—that it is not a "blind alley."
3. Buffalo public schools will maintain industrial and vocational classes, training pupils for apprenticeship.
4. A Central Employment Bureau will be maintained by the employers. This will know the requirements of all the factories and do their employing.
5. The employers will publish and frequently revise and reprint a guide book of industrial opportunities for information of boys and girls in school.
6. Industrial classes will be maintained by employers.
7. Employers will institute and maintain a system of apprenticeship.
8. A college of engineering will be maintained by employers.

The schools do not propose to train mechanics but only to prepare them for

such training. Employers must pay the cost of developing their unskilled mechanics. They have expressed willingness to do this. Several systems of apprenticeship have been carefully studied.

In vocational matters Buffalo public schools will virtually act as guardians of the children, seeing that they have a fair start in some occupation where industry may earn a living wage.

WHAT SURVEY SHOWS

Only four out of one hundred and fifty-three elementary school graduates who were interviewed during the last three weeks in June expressed a desire to engage in the occupations of their fathers, and of sixty-eight evening school students less than one-third had ambitions or pursued studies relating to their employment.

In order to ascertain how far technical High School courses will supply the demand for skilled men, a canvas of the six hundred and sixteen graduates of the Buffalo Technical High School was made three weeks after graduation. At that time eight were engaged in office work; six in mechanical lines; nine in miscellaneous employments; seven were going to college; four were away for the summer; three had moved from their given addresses, and nine were seeking work. Students numbering 238 who entered Buffalo Central High School in 1900 were traced and found occupied as follows:

In professions	34
In business	22
Salesmen	30
Skilled trades	57
Clerks	77
Various occupations	18

238

A number of the Buffalo schools are now prepared to nominate suitable candidates for employment provided the employers' requirements are fully specified. The following blank has been prepared and furnished to employers:

VOCATIONAL INFORMATION BLANK.

Firm

Employment Manager

Age preferred for beginners, Boys..... Girls.....

Educational qualifications desired

Wages per week, at the beginning.....

2nd year..... 3rd year..... 4th year.....

5th year..... 6th year.....

If you have any special difficulties in securing skilled or experienced workers in any grade of service, kindly specify in what line and the wages which you offer, and a search will be made to discover a source of supply, or provision will be made to organize classes for special training for such work.

Fake Vocational Plans

The Chamber of Commerce of Boston, through the Chamber of Commerce News has issued a warning to the citizens of Boston against solicitors for fake vocational schemes. It states that individuals, taking advantage of the great interest aroused in vocational guidance, approach business men for subscriptions and assistance. It points out that the genuine workers in this field in no case carry on their work as a private money-making scheme; that all the legitimate vocational guidance enterprises are essentially educational and philanthropic in aim. It concludes by stating that "Chambers of Commerce and other agencies would do well to investigate those who seek subscriptions of any form of business under the guise of the important vocational guidance idea."

American and British Navigation Laws Compared

THIS page and the following have been prepared in order to assist intelligent discussion of the LaFollette Seamen's Bill, now awaiting action by the House of Representatives.

The points of difference between it and the United States Navigation Laws, on the one hand, and the British Shipping Acts, on the other, are here shown.

The method is to record under general heads like "Ownership," etc.:—first, the provisions of the United States Laws; second, those of the LaFollette Seamen's Bill, in case it refers to the subject; third, those of the British Shipping Acts. All LaFollette Seamen's Bill references are in black-face type.

The dietary of the two countries is shown in tabulated form.

Ownership

U. S. NAVIGATION LAWS

American ships must be wholly owned by a citizen or citizens of the U. S. or a corporation created under the laws of any of the States thereof.

BRITISH SHIPPING ACTS

British vessels must be wholly owned by British subjects or by bodies corporate established under and subject to the laws of some part of British dominions and having principal place of business in such dominions.

Further, if owner be naturalized subject he must be resident in British empire or partner in a firm actually carrying on business therein.

Registry

U. S. NAVIGATION LAWS

1. For American registry vessels must have been built in the U. S. and be wholly owned by citizens or a corporation organized under State Law.

2. Or prizes and forfeited vessels.

3. Provided that vessels, wherever built, not more than 5 yrs. old when applying for registry, and wholly owned by U. S. citizens or by a corporation organized and chartered under laws of U. S. or any State thereof, the President and Directors of which must be U. S. citizens, may also be registered; such vessels, however, must engage in foreign trade or with Philippines and Guam and *not* in coast-wise trade.

BRITISH SHIPPING ACTS

For British registry there are no restrictions as to British or foreign build, provided ownership is British according to law.

Officers

U. S. NAVIGATION LAWS

The master and all officers who shall have charge of a watch, including pilots, must be American citizens.

Vessels of 1,000 tons gross and over, propelled by machinery, must have, in addition to duly licensed master *three* licensed mates who shall stand in three watches; provided only two such mates are requisite on a voyage less than 400 miles from first to last port.

Every vessel as above of 200 and less than 1,000 tons shall have two licensed mates.

Every vessel as above of 100 tons and under 200 tons gross shall have one licensed mate.

If on a voyage exceeding 24 hours such 100-200 ton vessel must, however, have two licensed mates.

No officer is to take charge of a deck watch on leaving or immediately after leaving port unless he has had at least six hours off duty in the previous 12 hours.

Moreover, maximum working day for officers shall be—except in emergencies—at sea 12 hours; in port 9 hours.

BRITISH SHIPPING ACTS

Nationality of officers not restricted by law.

Requirements for vessels:

(a) Every British seagoing vessel must have duly certified master.

(b) Steam vessels 100 tons burden and upwards must have one licensed officer, in addition to master, of the grade of "Only Mate."

(c) Foreign going ships with more than one mate must have at least the first and second mates duly certified.

(d) Vessels of 100 horse power and over must have at least 2 engineers, one first class and the other second class rating.

Crew

U. S. NAVIGATION LAWS

Any foreign seaman serving 3 years creditably in U. S. ship, subsequent to declaring his intention of

becoming an American citizen may be admitted to citizenship.

Desertions or casualties must be made up by men of equal or higher grade or rating and expertness.

U. S. navigation laws do not provide for rating "Able Bodied Seaman."

LA FOLLETTE SEAMEN'S BILL

The sailors shall be divided, at sea, into at least two, and the firemen, oilers, and water tenders into at least three, watches, on duty alternately. Seamen in one department shall not be required to do duty in another except in emergencies.

No unnecessary work Sundays or legal holidays (but this shall not prevent ship making scheduled departure) in safe harbor.

At all other times in harbor 9 hrs. including the anchor watch, shall be a day's work.

In vessels of 100 tons and over, 75% in every department of the crew shall be able to understand any order given by the officers.

Moreover, 40% first year, increasing 5% each year to 55%, and in fifth year and thereafter to 65% of the deck crew, exclusive of licensed officers, must be of the rating of able bodied seamen. (See also below under "Safety").

For rating of able seamen applicant must be at least 19 yrs. old and have had at least 3 yrs. service on deck at sea or on Great Lakes. Any person by proof of such service, upon affidavit, may get a certificate of service which shall be prima facie evidence of rating as able bodied seaman.

BRITISH SHIPPING ACTS

Rating of able seaman requires 3 years before the mast, not more than two of which can be served in a decked fishing vessel.

Evidence of rating afforded by certificate of discharge or by certificate of service granted by the Registrar General of Seamen and Shipping.

Forecastle Accommodations

U. S. NAVIGATION LAWS

Every place appropriated to the crew of an American vessel shall have a space of not less than 72 cu. ft. and of 12 sq. ft. measured on the floor or deck.

No deduction of such space from tonnage measurement unless permanently marked "Certified to accommodate seamen." Provided that *sailing vessels* built after 1898 must have crew space 100 cu. ft. and of 16 sq. ft. measured on the floor or deck.

LA FOLLETTE SEAMEN'S BILL

All vessels "begun after this act" except yachts, pilot boats and those under 100 tons, must have "every place appropriated to the crew" 100 cu. ft. and of 16 sq. ft. measured on the floor or deck.

Each seaman to have exclusive use of one berth. Not more than one berth to be placed over another. Such "place or lodging" to be properly heated in addition to existing conveniences.

All merchant vessels begun after this act having more than 10 men on deck must have at least one clean, light ventilated washing place; also one washing outfit for every two men in a watch.

Washing place is to be heated, etc. Separate wash place for fire and engine room men; if number of men exceed 10 it must be big enough to accommodate 1/6 of them at one time and have hot and cold water supply and a sufficient number of basins, sinks, and shower baths.

Forecastle is to be fumigated as required by Public Health Service and approved by Secretary of Commerce. Forecastle shall have at least 2 exits, one of which may be used in emergencies.

BRITISH SHIPPING ACTS

Every British ship of 300 tons and over must have crew space 120 cu. ft. and of 15 sq. ft. measured on the floor or deck.

Provided that wash rooms, etc., may be included in such space if sleeping space measures at least 72 cu. ft. and of 12 sq. ft. measured on the floor or deck.

No deductions from tonnage allowed for crew space unless spaces permanently marked "certified to accommodate . . . seamen," and also unless suitable lavatories approved by surveyors as to position, construction and number, are fitted in ship for crew.

Wages

U. S. NAVIGATION LAWS

Wages paid within 24 hours of discharge of cargo or 4 days after the seaman is discharged, whichever happens first.

In all cases seaman at time of discharge is entitled to 1/3 wages due him.

Unless expressly stipulated to the contrary in the ship's agreement, every seaman is entitled to receive 1/2 wages due him, after the voyage has commenced, at every port where vessel shall load or deliver cargo before the voyage is ended.

No advancement of wages is lawful.

Allotments permissible to grandparents, parents, wife, sister or children.

Wages (Continued)

No wages or clothing attachable or subject to arrestment.

Allotments not exceeding one month's wages permissible to liquidate any just debt for board or clothing incurred prior to engagement.

LA FOLLETTE SEAMEN'S BILL

Regardless of any stipulation in ships agreement, seamen may receive, within 48 hrs. of demand therefor, 1/2 wages due at every port where cargo is loaded or delivered.

Provided, this shall apply also to seaman in foreign vessels in U. S. harbors and U. S. courts shall be open to such seaman for enforcing this provision.

Provided further, that a release signed before a shipping commissioner as discharge may be set aside by any competent court.

Allotment notes or orders illegal for indebtedness; allotments to family as heretofore.

Wages of fishermen as well as other sailors not attachable, provided this shall not prevent order in court allotting wages for support and maintenance of wife and minor children.

BRITISH SHIPPING ACTS

On lawfully leaving ship seamen entitled to be paid 10 pounds or 1/4 wages due, whichever may be the less; and the remainder in 2 clear days thereafter, not including Sundays and legal holidays.

Advancements allowed only if provided in the agreement and not exceeding one month's wages.

Allotments allowed to brother as well as to other members of family; and also in favor of a savings bank.

Discipline

U. S. NAVIGATION LAWS

American discipline and punishments appear same as British from which they seem to have been drafted, except that imprisonment terms are generally more severe in British laws.

American laws prohibit flogging and all forms of corporal punishment.

Consular officers to reclaim deserters, etc.

Provision prohibiting the soliciting of lodgings for seamen identical with British law except as to penalty which is \$50 fine or 3 months' prison.

LAFOLLETTE SEAMEN'S BILL

Penalties for desertion, failure to join, etc., made the same in U. S. as in foreign ports. All provisions for imprisonment eliminated for desertion or failure to join ship.

Duties of consular officers to "reclaim deserters" eliminated.

The Bill states that it is the opinion of Congress that treaties providing for imprisonment and arrest of U. S. sailors abroad and of foreign sailors in U. S. and

For cooperation, aid and protection of legal authorities to those ends, ought to be terminated and said treaties shall be terminated after expiration of required notice. This stipulation to be effective as regards U. S. vessels 90 days from passage of act; foreign vessels 12 months or such longer period as required by treaties concerned.

BRITISH SHIPPING ACTS

Breaches of discipline such as desertion, absence without leave, wilful disobedience, assaulting an officers, etc., are generally punishable by deductions from pay in British ports, and by deductions from pay with imprisonment, at the discretion of the court, in foreign ports.

Penalty of 5 pounds for false statement of name, or service in last ship.

Penalties for soliciting lodging 5 pounds instead of \$50; otherwise identical, with American law.

Consular officers to reclaim deserters, etc.

Inspection

U. S. NAVIGATION LAWS

Annual inspection requisite for all American vessels.

No vessel may navigate without a valid unexpired certificate except:—

On a regularly established line to foreign ports, the Philippine Islands or Hawaii, and provided the voyage is completed within 30 days of expiration of certificate; and provided further that no vessel on such a route can depart from U. S. whose certificate will expire within 15 days after sailing.

No vessel shall be navigated unless she has such complement of licensed officers and crew as may, in the judgment of the local inspectors who inspect the vessel, be necessary for her safe navigation.

Complement of officers and crew as required and fixed by the inspector is entered on certificate of inspection.

Boilers:

All boilers must be inspected annually and on each inspection be submitted to hydrostatic pressure equal

With the Terms of the LaFollette Seamen's Bill

Inspection (Continued)

to $1\frac{1}{2}$ times the working steam pressure allowed. In other respects inspection parallel with British. Upon expiration of certificate after leaving U. S. vessel must undergo inspection at first port entered on return to U. S.

BRITISH SHIPPING ACTS

No declaration of inspection can be granted any steamer the outside of whose hull has not been examined in *dry dock* by a Board of Trade Surveyor within 12 months; hull must be examined in *dry dock* after it has been cleaned and *before* painting.

If passenger steamship certificate expires abroad, new certificate not requisite until she first begins to ply with passengers after her return to the United Kingdom.

Special and drastic inspection of emigrant steamers.

Boilers:

All new boilers, and those taken out for repairs and then replaced, must be subjected to hydraulic test for 10 minutes at *twice* allowable pressure.

Thereafter hydraulic test made at option of inspector; except that full hydraulic test required each inspection of boilers which the inspector cannot enter in order to examine and also in all cases where a steamer applies for the first time for passenger license.

Wireless

U. S. NAVIGATION LAWS

Wireless capable of transmitting and receiving messages of 100 miles radius day or night required for any steamer whether U. S. or foreign, navigating the ocean or Great Lakes and licensed to carry or carrying, 50 or more persons including passengers or crew or both.

Further, an auxiliary power supply independent of the vessel's main power plant, requisite; must be capable of sending messages up to at least 100 miles for 4 hrs. day or night; efficient communication between wireless operator and the bridge to be maintained at all times.

Must be two wireless operators skilled in use of apparatus, one or both of whom shall be on duty at all times while vessel is being navigated.

Wireless apparatus, operators, regulation of their watches, and sending and receiving messages—except as regulated by law or international agreement—shall on a U. S. vessel be under control of the master.

Provided that on cargo steamers in lieu of second operator one of the crew may be substituted who is certified competent to receive and understand distress or other usual calls indicating danger, and to maintain a constant wireless watch so far as required for safety of life.

BRITISH SHIPPING ACTS

British merchant shipping acts do not appear to contain any requirements for wireless in ships. It is understood a bill has been introduced in Parliament but that action on it is awaiting the results of the London Conference.

Fire Protection

U. S. NAVIGATION LAWS

American fire inspection and protection regulations parallel British. Requirements under actual inspection occasionally more severe, e. g., American inspectors apt to require more length of hose, nozzles, and connections than British.

BRITISH SHIPPING ACTS

Fire protection and inspection is provided for by thorough and comprehensive regulations which, it is understood, in some cases are administered less rigidly than American regulations.

Safety

U. S. NAVIGATION LAWS

Every seagoing vessel carrying passengers to have three water tight cross bulkheads, reaching to the main deck in single deck vessels, otherwise to the deck next below the main deck, position, strength, etc., determined by inspection rules.

Every steamer navigating the ocean shall have life-boats, rafts, floats, life preservers, etc., sufficient for the safety of all on board.

Life-boats to be metallic, fireproof, such as the board of inspectors shall prescribe by regulation (metallic boats may be dispensed with in special instances and others substituted.)

Navigation laws no longer stipulate load lines in re over loading.

Safety (Continued)

Any person or master knowingly taking or sending any American ship to sea in such unseaworthy state as to endanger life of any person, is guilty of a misdemeanor unless he proves his action reasonable and justifiable under the circumstances.

In a United States port a ship may be detained upon complaint of unseaworthiness to master by the first and second officer OR by majority of the crew, and the master must then apply through proper channels, for inspection.

In a foreign port a ship may be detained upon written complaint signed by the first and second officer AND a majority of the crew.

LAFOLLETTE SEAMEN'S BILL

Life boats (seaworthy) sufficient to carry at one time every soul on board. (No provision for rafts or other boats).

Each life boat to be manned by two men rated A. B. who shall be drilled under regulation.

Secretary of Commerce will approve regulations for life boat and fire drill in harbor and at sea. The bill provides also for the assignment of each passenger to a particular place in the boats, at time passenger is taken on board as a passenger.

Life boat and fire drill shall not apply to foreign vessels so far as it relates to drill at sea.

Fishing and whaling vessels and yachts no longer exempted as to complaints regarding unseaworthiness in a foreign port.

Regulation as to detaining unseaworthy ship in foreign port amended by providing that such detention may be made upon written complaint signed by the first and second officer of the ship or by a majority of the crew.

BRITISH SHIPPING ACTS

Every ship carrying passengers must have a collision bulkhead not less than $1/20$ the length of the ship from the stem and reaching to upper or weather deck; also an engine room and stoke hole bulkhead and also an after water tight compartment. These bulkheads required in all sea going vessels both old and new.

Every sea going ship must have sufficient life boats under davits and of prescribed build, etc., for all on board as indicated by Board of Trade regulations. If this number appears insufficient additional boats, including rafts, etc., of approved design must be added so as to provide accommodation for every soul on board.

Load line discs must be painted on each side amidships at locations approved by Board of Trade.

If any master or person sends or knowingly takes a British ship to sea which is in such unseaworthy state as to endanger life of any person he is guilty of misdemeanor unless action reasonable and justifiable under circumstances. Ship owners, masters and agents must use all reasonable means to secure safety of crew.

In British port ship may be detained by Board of Trade on its own initiative or on complaint (such

complaint may be made by one-fourth of seamen belonging to ship). If ship improperly detained Board of Trade liable for costs incurred; if action taken on complaint then complainant liable to Board of Trade. In proceedings for desertion or absence without leave, if it appear upon complaint of one-fourth of seamen of ship that ship is in any way unseaworthy the ship may be detained and inspected, and Board of Trade or complainants liable for costs as above if detention proves improper.

Measuring Systems

Of 8 presumably typical vessels of medium size cited in Professor Johnson's Report on the "Measurement of Vessels for the Panama Canal" the average gross and net tonnages under British and American measurements were as follows:

	Gross	Net
American measurement	5581	3710
British measurement	5215	3329

Difference 366 or 7% 381 or 11%

In other words the American measurement made these vessels average 7 and 11 per cent. larger than the British measurement in gross and net tons respectively.

The following example indicates further (a) how American definitions of open spaces which should be exempted from tonnage measurements affect gross, and consequently net, tonnages and (b) how American measurements, applicable whenever the exempted propelling power space falls below 13% of the ship's gross tonnage, may further affect net tonnage. In the case cited below there is a difference of over 9% in the gross tonnage and a difference of over 27% in the net tonnage.

	British s. s. "Benwood"	British Measurement	American Measurement
Gross Tonnage	3869.40		4234.19—9%
Net Tonnage	2412.80		3077.68—27%

Port dues, pilot charges and other expenses incurred by vessels at home and abroad are scaled on a basis of tonnage. The measurement of tonnage may therefore be a matter of commercial importance to ship owners.

The foregoing illustrates both ways in which American measurements may result unfavorably. Unfavorable differences of tonnage under American measurements have been noted as high as 30 or even 40% whereas it is understood that few, if any, unfavorable differences of importance occur under British measurements as compared with American measurements.

Food Scale

LAFOLLETTE SEAMEN'S BILL

Food scales same as existing statutes except provision for 5 qts. of water instead of 4 and 2 ounces of butter instead of one, daily.

BRITISH FOOD SCALE AMERICAN

	Sun.	Mon.	Tues.	Wed.	Thur.	Fri.	Sat.	Total	ITEMS	Sun.	Mon.	Tues.	Wed.	Thur.	Fri.	Sat.	Total
(1)*	4	4	4	4	4	4	4	28	Water, qts.	4	4	4	4	4	4	4	28
(2)	1	1	1	1	1	1	1	7	Biscuit, lbs.	1	1	1	1	1	1	1	7
(3)	1	1	1	1	1	1	1	7	Salt Beef, lbs.	1	1	1	1	1	1	1	7
(4)	1	1	1	1	1	1	1	7	Salt Pork, lbs.	1	1	1	1	1	1	1	7
(5)	1	1	1	1	1	1	1	7	Canned Meat, lbs.	1	1	1	1	1	1	1	7
(6)	1	1	1	1	1	1	1	7	Fresh Br ad, lbs.	1	1	1	1	1	1	1	7
(7)	1	1	1	1	1	1	1	7	Fish, lbs.	1	1	1	1	1	1	1	7
(8)	1	1	1	1	1	1	1	7	Potatoes, lbs.	1	1	1	1	1	1	1	7
(9)	1	1	1	1	1	1	1	7	Vegetables, lbs.	1	1	1	1	1	1	1	7
(10)	1	1	1	1	1	1	1	7	Peas, pt.	1	1	1	1	1	1	1	7
(11)	1	1	1	1	1	1	1	7	Beans, pt.	1	1	1	1	1	1	1	7
(12)	1	1	1	1	1	1	1	7	Rice, lbs.	1	1	1	1	1	1	1	7
(13)	1	1	1	1	1	1	1	7	Coffee, ozs.	1	1	1	1	1	1	1	7
(14)	1	1	1	1	1	1	1	7	Tea, oz.	1	1	1	1	1	1	1	7
(15)	1	1	1	1	1	1	1	7	Sugar, lbs.	1	1	1	1	1	1	1	7
(16)	1	1	1	1	1	1	1	7	Molasses, lb.	1	1	1	1	1	1	1	7
(17)	1	1	1	1	1	1	1	7	Dried Fruits, oz.	1	1	1	1	1	1	1	7
(18)	1	1	1	1	1	1	1	7	Pickle, pt.	1	1	1	1	1	1	1	7
(19)	1	1	1	1	1	1	1	7	Meal, oz.	1	1	1	1	1	1	1	7
(20)	1	1	1	1	1	1	1	7	Onions, oz.	1	1	1	1	1	1	1	7
(21)	1	1	1	1	1	1	1	7	Butter, oz.	1	1	1	1	1	1	1	7
(22)	1	1	1	1	1	1	1	7	Mustard, oz.	1	1	1	1	1	1	1	7
(23)	1	1	1	1	1	1	1	7	Pepper, oz.	1	1	1	1	1	1	1	7
(24)	1	1	1	1	1	1	1	7	Salt, oz.	1	1	1	1	1	1	1	7
(25)	1	1	1	1	1	1	1	7	Flour, lbs.	1	1	1	1	1	1	1	7
(26)	1	1	1	1	1	1	1	7	Condensed Milk, lb.	1	1	1	1	1	1	1	7
(27)	1	1	1	1	1	1	1	7	Jam, lb.	1	1	1	1	1	1	1	7
(28)	1	1	1	1	1	1	1	7	Suet, oz.	1	1	1	1	1	1	1	7
(29)	1	1	1	1	1	1	1	7	Curry Powder, oz.	1	1	1	1	1	1	1	7
(30)	1	1	1	1	1	1	1	7	Vinegar, pt.	1	1	1	1	1	1	1	7
(31)	1	1	1	1	1	1	1	7	Lard, oz.	1	1	1	1	1	1	1	7

- (1) Preserved Meats.
(2) Soft Bread.
(3) Dried or Compressed.
(4) Split & Green.
(5) Calavances or Haricot.
(6) or Syrup.
(7) Oat.
(8) or Marmalade.

NOTE—Wherever daily distribution is not shown, proper distribution throughout the week is understood.

- (1) Dried, Preserved, or Fresh.
(2) or Yams.
(3) Canned Tomatoes.
(4) Measured by pint.
(5) Green berry.
(6) Measured by pint.
(7) Corn.
(8) Sufficient for Seasoning.

Achievements of Commercial Organizations

The officers of all commercial organizations are interested in the pages that follow. Each item, relative to activities during 1913, has suggestive value for some other city than that mentioned. The range of things done is even more noteworthy than the similarity of impulse, and indicates clearly the great adaptability of commercial organizations. Much matter, left out because of space, will appear in a later issue.

DURING the early days of January THE NATION'S BUSINESS received a number of communications from local and national commercial organizations in various states of the Union. These letters refer to what each writer has regarded as the three leading achievements of his organization in the year that has just ended. It has been a privilege to thus catch the local viewpoint and estimate of important events.

Obviously, it is impossible to include these communications in full in the pages of THE NATION'S BUSINESS. A grouping of topics was therefore necessary, the main points of which will doubtless prove suggestive to all commercial organizations.

One striking sentence stands up above all others in the reading of these many communications. The Chamber of Commerce of Wilmington, Delaware, used these words in its letter. They deserve to be held under constant notice in every community that is endeavoring to express itself in organized effort. "Our work is based on the conception that if you make a city, it will find its place."

The Mercantile Club of Kansas City, Kansas, in recording as an important event its fifteenth anniversary, stated that which will find echo elsewhere.

"This meeting showed that from its inception the Club had either initiated or endorsed practically all of the forward movements for the better in moral, civic and material improvements in this city; thus proving its usefulness as a chamber of commerce."

That which the Terre Haute Chamber of Commerce has regarded as, without question, its most important achievement will also find response throughout the United States.

"The most important achievement we have had during the year has been to enlarge our activities from practically an industry-seeking organization to one dealing with civic betterment, and taking up all lines of civic interests."

Organizations that began with the paving question will appreciate and understand the enthusiasm of the Commercial Club of Arkansas City, Kansas, relative to a change that has taken place in the past seven months. Up to May last, only four blocks in this city of more than 7,000 population were paved. These blocks were on a side street, paving was brick and in poor condition. The resident streets were mere clay trails. Between May and the present date, a reformation has taken place. Twenty-eight blocks have now been paved with rock asphalt. Within a year the business streets and the principal residence streets will be paved. Such a campaign as the above will remind many organizations of the very first form of their own activity, the improvement of city appearances.

It has been gratifying to notice many commercial organizations speaking of hearty co-operation between their officials and the city officials. The Chamber of Commerce of Meadville, Pennsylvania, puts this condition as the third greatest achievement of the year.

The Board of Trade of Phoenix, Arizona, testifies that city officials have been quick to adopt suggestions and as a result "the general smart appearance of the place has

resulted from co-operative effort along these lines."

The conclusion of these general remarks relative to achievements during 1913 must properly deal with the extraordinary variety of the efforts made. This is proof positive of the adaptability of the commercial organization of today. It is alert relative to "the next thing" that should be done. In one community this may take the form of co-operating with colored people who desire to secure local betterment. Such an instance is in Salisbury, N. C., and should prove suggestive to other commercial organizations operating in Southern states. In another case the achievement may involve the securing of steamship lines, so from one extreme to another of social development and efficiency, the readers will find in the following columns a range of activity that shows the independence of commercial organizations and their willingness to serve in any direction that will help.

Fellowship

SEVERAL organizations speak with enthusiasm regarding the results secured during the year in establishing truer civic fellowship. Noon-day lunches have in some cases served as a means of destroying cliques and factions.

The Commercial Club of Bismarck, South Dakota, and of Fargo, North Dakota; the Board of Trade of Schenectady, New York, and the Commercial Club of Sterling and Rock Falls, Illinois; the Chamber of Commerce of Meadville, Pennsylvania, and the Chamber of Commerce of Wilmington, Delaware, all speak of progress in fellowship.

We quote in full the first paragraph of the communication received from the Chamber of Commerce of Wilmington, Delaware, for it has almost universal application.

"We applied ourselves to awaken what we conceived to be a latent civic consciousness. Wilmington is an old and typical eastern community in the clasp of traditions which it is not worth while to discuss here. We gave a dinner to the editors in our tributary territory with an after-dinner discussion by representative and eminent citizens. We gave trade excursions into tributary territory. We took part in every discussion which we conceived would promise to arouse the people of the community to a realization of their civic duties, responsibilities, and opportunities. These activities were all worth while in themselves, but the motive behind them was to arouse the people and we have succeeded and are succeeding. This we esteem our first and greatest accomplishment."

Junior Work

THE Commercial Club of Arkansas City, Kansas, sends the following interesting facts relative to a Junior Commercial Club:

"We are arranging for the institution of a Junior Commercial Club which will entail vocational training for the boys and young men of our community. Already we have an art course in connection with our club work. We are doing all we can to induce the young people to remain in the country and on the farms, by having the owners of the farms improve these farms and give some attention to the esthetic side of farm life. We are agitating the consolidation of rural schools and we believe that one of the greatest agencies for the solution of the farm life problem in as far as it will effect the youth of the farm, will depend on the building of good roads all over the county."

The Grand Rapids Association of Commerce regards as a notable event the fame which has attached to its Junior Association of Commerce. In its communication it says that its supply of copies of Constitution and By Laws has been exhausted in responding to applications from other commercial organizations. It states that Jessie B. Davis, care of the Central High School, is ready to give answers to those who are interested in ascertaining what has been done.

Membership Campaigns

DURING the year some very notable membership campaigns have been conducted, both by assistants secured from other cities and by effort locally inspired and locally directed.

It can be stated with some assurance that the most difficult membership problem and canvass was that of New York City, owing to its size, the diversity of its interests and the unthinking tendency of the average man relative to the features that make or hinder the prosperity of that city.

In relation to this matter, Mr. S. Christy Mead, Secretary of the Merchants' Association of New York, has stated that he regards the greatest single achievement in New York during the past year to have been the awakening of a community spirit in so great a city. We quote:

"For many years New York City has been accused, with considerable justice, of a lack of community spirit and civic pride. Such a spirit has been definitely awakened in the citizens of this City by the Merchants' Association of New York during the last year."

This awakening started with the Membership Campaign, in which some 250 of the leading business men of the City devoted days in co-operative effort to increase the membership of the Association, and thereby more than doubled the membership.

Under the conditions existing in New York, this was a remarkable achievement and actually created the co-operative spirit and awakened civic pride, both on the part of the men active in the campaign and on the part of the many thousands of business men visited by them.

The continuation and increase of this spirit has been evidenced by the very enthusiastic banquet of the Association, by the successful establishment of the Members' Council, and by the spirit of enthusiasm which is being constantly exhibited by the members and the business people of the City in connection with the Association's activities.

We count this result, within the period of a single year, the most striking and inspiring single achievement of the organization."

FINE MEMBERSHIP WORK

In St. Louis the Business Men's League doubled its membership by a week's thorough and systematic campaign. At the beginning of 1913 the League had fewer than 900 members. It now has 2,300 members.

It has been enabled, through this campaign, to bring into the League hundreds of young men, greatly interested in the development of every side of St. Louis, and willing not only to pay the fifty dollar membership fee, but to give their thought and time to the work of the organization. The effect of this has already been seen in the work of the League, which is more forcible, more persistent, and more comprehensive than it has ever been.

The Springfield, Massachusetts, Board of Trade has in the past year undergone a radical reorganization; increase in dues of from \$15 to \$25,

\$50, \$75, and \$100 per annum, according to the capitalization. This has met with the general approval of the members and the membership has increased under the additional dues. The organization of a large Ways and Means Committee of 120, the members of which are members of the Standing Committees of the Springfield Board of Trade, based upon the Chicago plan, is also a notable achievement.

Equally noteworthy have been the results secured by the Minneapolis Civic and Commercial Association. An organization a little less than two years old has been brought into existence binding into one body 3,000 members with annual dues ranging from \$10.00 to \$7,500.

Regarding some recent encouraging membership efforts, it may be stated that the Board of Trade of Schenectady, N. Y., increased its membership 25% during the month of December and expects to duplicate the record during January.

During the past year Mount Vernon, N. Y., added 305 members to its Chamber of Commerce.

Consolidations

IT is being realized in many localities that one good strong organization, working out a practical and well considered plan is of vastly greater benefit to a community than several organizations working independently and often duplicating the work of each other. A strong example of such a conviction is witnessed by the reorganization of the Progressive Union of New Orleans into the New Orleans Association of Commerce.

Another evidence is given in the absorption by the Business Men's League of St. Louis of the Interstate Merchants' Association, the Sales Managers' Association and the Manufacturers' and Exporters' Association. This makes it possible to aid from one point the efforts to bring buyers to St. Louis, the efforts to stimulate export trade from St. Louis; and brings into closer touch and fellowship the most alert and vigorous business men of the city.

Advertising

THE Chamber of Commerce of Marshfield, Oregon, co-operated with the Southern Pacific Company's plan of community advertising. In consequence, thousands of inquiries have come from all parts of the world. The Marshfield Chamber will be pleased to send one of its illustrated books to those interested in seeing how the plan was worked out.

Elsewhere in this issue reference is made to the great campaign in Texas that has led Texans to know their own state. The Greater Des Moines Committee has also been occupied in the matter of acquainting Iowans with their state. We quote:

"We have prepared the 'Know Iowa' comparisons that have been used by nearly all our state papers and have furnished the foundation for a great many news stories."

The state-wide publicity campaign to be participated in by 204 Iowa newspapers has been launched by us and promises to be very helpful.

We have continued our attention to the criticisms in Iowa papers with success. The finding of fault with Des Moines has ceased to be a habit with nearly all of our Iowa papers."

Achievements of Commercial Organizations

(Continued)

Advertising Methods

THE Central Association of Commercial Secretaries through a Special Committee composed of Carl Dehoney of Cincinnati and Thorndike Deland of Denver, has received a report regarding general publicity and organization publications. The report is based on forty-five answers returned. These answers, it must be remembered are only from members of the Central Association and therefore are not country-wide in their significance.

The number of organizations which reported having annual publicity appropriations amounted to twenty-eight, and the average appropriation annually was \$3,305. The city of St. Paul reported that their publicity appropriation was supplemented by an amount contributed through the city government.

In answer to the question "What amount are you spending annually on general publicity in newspapers and magazines of national circulation?" there were only five that reported in the affirmative, as follows:

Fargo, North Dakota	\$ 500.00
Grand Forks, North Dakota	500.00
Keokuk, Iowa	10,000.00
Norfolk, Nebraska	500.00
Rockford, Illinois	400.00

PRESS BUREAUS

The following cities report that they maintain a press bureau to handle general publicity for their city:

Arkansas City, Kas.	Freeport, Ill.
Hastings, Neb.	Fargo, N. Dak.
St. Paul, Minn.	Fort Dodge, Ia.
Minneapolis, Minn.	Chicago, Ill.
Davenport, Iowa	Fort Worth, Texas.
New Orleans, La.	Wichita, Kas.
Keokuk, Iowa	Salt Lake City, Utah.
Grand Forks, N. Dak.	Omaha, Neb.
New York City, N. Y.	

The commercial organizations of the following cities maintain press bureaus for handling local publicity in connection with their organizations:

Cincinnati, Ohio	St. Joseph, Mo.
Arkansas City, Kas.	Grand Forks, N. Dak.
Toledo, Ohio	Freeport, Ill.
Central City, Neb.	Fort Worth, Texas.
Wichita, Kas.	St. Paul, Minn.
Davenport, Iowa	New Orleans, La.
Winona, Minn.	Salt Lake City, Utah.
Keokuk, Iowa	New York City, N. Y.
Fort Dodge, Ia.	Omaha, Neb.
Fargo, N. Dak.	Jacksonville, Ill.
Norfolk, Neb.	Minneapolis, Minn.

This does not mean that the other cities do not conduct work of this nature, but it signifies that in most cases the task of handling the publicity comes under the duties of the general secretary and his staff. Comparatively few of the organizations report that they expended any considerable amount of money in advertising their own organizations. Of the nine which do, the average expenditure is about five hundred dollars a year.

REGULATING SUBSCRIPTIONS

One significant fact is that practically every one of the forty-five organizations state that they regulate subscriptions to various advertising propositions and have bureaus to censor charity solicitation. The one or two which have no such system in operation are contemplating it and from their reports have undoubtedly inaugurated such work by this time.

ORGANIZATION PUBLICATIONS

The organizations of the following cities report the issuance of regular publications:

St. Paul, Minn.	Bellefourche, S. Dak.
Minneapolis, Minn.	Sioux City, Iowa
Grand Forks, N. Dak.	Milwaukee, Wis.
Fort Worth, Texas	Grand Rapids, Mich.

Cincinnati, Ohio
Topeka, Kas.
Denver, Colo.
Kalamazoo, Mich.
Peoria, Ill.
New York City, N. Y.
Chicago, Ill.
Omaha, Neb.

Hastings, Neb.
Milwaukee, Wis.
East St. Louis, Ill.
Wichita, Kas.
Dallas, Texas
Boston, Mass.
Clinton, Iowa
Sterling, Ill.

The cities where advertising is accepted for these magazines are:

Chicago, Ill., Cincinnati, Ohio, Denver, Colo., Grand Forks, N. D., Grand Rapids, Mich., Milwaukee, Wis., St. Paul, Minn.

In all cases the subscription prices are nominal and not compulsory, the object of the publication being not to secure revenue but to keep the member posted in regard to the activities of the organization.

There are only five cities in which the magazines are reported as paying for themselves, and they are Cincinnati, Denver, Grand Rapids, Milwaukee and St. Paul. In all cases, however, the organizations report that the results obtained by keeping the members posted in regard to the activities of their organization through a weekly or monthly publication far offsets any nominal deficit in connection with the publication.

Honolulu Achievements

THE Honolulu Chamber of Commerce makes a good report of activity for the year just ended. Its reply was as follows:

"We consider the three greatest achievements of our Chamber of Commerce during the year 1913 to be

FIRST:—arranging for and holding a Civic Convention in Honolulu,

SECOND:—the inauguration of a movement looking to the uniting of all of the commercial and civic bodies of Honolulu in one organization, The Honolulu Chamber of Commerce.

THIRD:—establishing cordial relations with the Oriental Commercial bodies throughout the City and Territory.

Still another accomplishment which from its results must rank as one of the greatest with which our organization has had anything to do was the work of our Special Legislative Committee, in almost constant session during our 1913 Legislature. Every Bill introduced was carefully overhauled; many of the obnoxious Bills were defeated, others were altered and much good work done.

"Made In" Campaigns

Three organizations report "Made In" campaigns. The Chamber of Commerce of Terre Haute, Indiana, regards such a campaign as an inducement to get factories to locate in a city.

The Chamber of Commerce of New Haven, Connecticut, has greatly developed the local exhibits of New Haven made Goods. More than seventy manufacturers exhibit in a hall having 10,000 square feet of exhibit space available. The exhibit is open eight hours a day, on every day except Sunday.

The Chamber of Commerce of Grand Junction, Colorado, has organized local manufacturers into a Manufacturers' Bureau whose purpose is to promote the use of home manufactured articles.

Express Rate Changes

MARKED change in express rates, decreed by the Interstate Commerce Commission, goes into effect February 1st. This is referred to by the Merchants' Association of New York in its list of three achievements for the year. The Merchants' Association took the lead in securing the co-operation of organizations throughout the country. The statement follows:

"We conceive the successful conclusion of the Express Rate Investigation, reached by the Interstate Commerce Commission during the past year, to be one of the most important achievements of a specific character with which the Association has been concerned. This movement was initiated by the Merchants' Association prior

to the year 1913, and, based upon the petition prepared by the organization the co-operation of other commercial organizations throughout the country was invited, and the invitation was accepted by some 212 such organizations, who joined with this Association as co-petitioners.

Throughout the whole conduct of the case by the Interstate Commerce Commission, the other organizations, under the leadership of this Association, gave splendid co-operation, and thereby contributed in a very great degree to the thoroughness and to the successful conclusion of the investigation.

The importance of this result, we believe, lies not so much in the direct results obtained in the decision of the Interstate Commerce Commission, but rather lies in the demonstration of the possibility and practicability of co-operative effort between organizations in different parts of the country in relation to matters of common interest.

The inspiration of the achievement of the Association in this particular, arises from the fact that it was the agency through which such co-operation was made effective."

Traffic Readjustments

THE Board of Commerce of Detroit, Michigan, mentions its success during the past year in securing from the Grand Trunk Railway system certain specific needs of Detroit in the direction of better freight house and team track facilities. The negotiations were carried on by the Transportation Committee of the Detroit Board of Commerce. In consequence of correspondence the Grand Trunk Railway system transmitted to the Board of Commerce blue prints of the proposed improvements in order that shippers and receivers of freight might be shown the plans and thus aid in their betterment, if constructive criticism could be offered.

The Commercial Club of Duluth, Minnesota, regards as its great achievement of the year the decision of the Interstate Commerce Commission in the case of the Commercial Club of Duluth versus various railroads, by which rates that were working to the disadvantage of Duluth in lake and rail transportation were subjected to change and thus the advantage of Duluth's location at the head of navigation on the Great Lakes restored. While the decision was rendered in 1913, work has been done for four years, based at the beginning on a scientific analysis of the traffic situation in Duluth. The readjustment of transportation conditions promises an excellent opportunity for Duluth's growth as a natural distributing center.

South American Trip

The Illinois Manufacturers' Association is promoting an extended tour of South America by manufacturers of Illinois and the Middle West. The tour will begin on February 7, when the party will sail from New York. The cruise will last sixty-four days. The purpose is to bring about acquaintanceship between the manufacturers and exporters of the Middle West and the leading business forces of South American countries. The Manufacturers' News, which is the organ of the Illinois Manufacturers' Association, will publish a South American Export Edition. It will consist of nearly two hundred pages, printed in both Spanish and Portuguese. Large numbers of the Portuguese issue will be distributed in the chief points of Brazil. The Spanish edition will be circulated in other countries of South America. It is intended to be a text book for the buyers of South America. The whole trip is expected to re-emphasize the commercial possibilities of South America.

WINONA BOOKLET:—The Winona Association of Commerce has just issued a charming booklet entitled "Winona the Beautiful." The illustrations and printing are of the highest quality. The booklet will prove suggestive to organizations seeking ideas as to the effective handling of pictures.

"Safety First" Efforts

THE Merchants' and Manufacturers' Association of Milwaukee cooperated with the Industrial Commission of the state by securing the aid of manufacturers and their experts in working out safety devices, safety rules and regulations and by arousing a general interest and enthusiasm in the safety movement. The result has been that Wisconsin is the banner state in safety laws and in the efficiency of their administration.

The Illinois Manufacturers' Association has organized a Safety First Bureau, the object of which is to study "plant" conditions with a view to protecting life and limb, and also for improving the general health, welfare and conditions in the industries among members of the organization. It also organized the Illinois Manufacturers' Casualty Association, the object of which is to furnish the members of the Illinois Manufacturers' Association liability insurance at cost.

Steamers and Immigration

THE Commercial Club of Duluth, Minnesota, has been carrying on a campaign to arouse the people in the Northwest to a greater appreciation of the cheap transportation offered by the Great Lakes. It has succeeded to such an extent that it has the widest possible support in an action now being pressed to require the merchandise carrying boats on the Great Lakes to install refrigeration facilities for the transportation of butter, eggs, dressed poultry, etc. It has sought to point out to the people of the inland cities that the Great Lakes offered a cheap means of transportation across a large part of the continent and the greater use of that waterway cannot but benefit, not only Duluth, but the communities being served by the port as a gateway.

The Chamber of Commerce of Portland, Oregon, has secured the establishment during the year of a steamship line from Portland to Southeastern Alaska, and also another line from Portland to British Columbia and Puget Sound ports.

The Board of Trade of Newark, New Jersey, regards as an important achievement the securing from the New York, New Haven and Hartford Railroad and from the Mallory and Morgan Steamship Lines a rearrangement of rates in favor of Newark shippers and the establishment of commodity rates to New England points and Southeast and Texas points.

The New Orleans Association of Commerce succeeded in having the Government establish the United States Immigration Station at New Orleans which is conceded to be one of the finest in the world. It also prevailed upon the North German Lloyd to enter the port of New Orleans with immigrant service, and three other lines have definitely promised to begin their immigrant service this year; they being the Fabre Line, Navigazione Generale Italiana, and Atlantic Sea Navigation Company.

In a short time the association will go before the Louisiana State Legislature and urge an appropriation of \$50,000.00 annually and continuously for colonization and immigration purposes, to be handled by the State Department of Agriculture and Immigration.

These efforts are regarded as unusually important, since no section of the country is more vitally concerned in the future of immigration than the South, owing to the fact that the great bulk of immigration heretofore has gone to Canada, the Northwest and the Pacific coast.

Achievements of Commercial Organizations (Continued)

Agricultural Development

MORE organizations speak of agricultural development as an achievement than any other form of activity during the year.

The Alpena Chamber of Commerce speaks of this in the form of "Hospitality Day" which has been established to bring the agriculturists into social and friendly relations with the city.

The Jacksonville, Florida, Board of Trade speaks of a practical aid to agriculture in the establishment of an "Agricultural and Market Bureau."

The Chamber of Commerce of Lynchburg, Virginia, speaks of its "County Agricultural and Business Conference" which has been organized with a view to encouraging better farming methods and bringing the business men and farmers closer together.

The Rockford, Illinois, Chamber of Commerce says "We are endeavoring to interest the farmers in the Chamber of Commerce; for we believe it is just as much to the interest of the farmer to be a member of the organization as for the merchant—their interests are mutual and depend upon each other."

In Lewistown, Montana, the Chamber of Commerce has established a Bureau called "The Farm Animal Exchange Bureau." It says of this Bureau:

"Through it we have placed over 150 brood sows on farms where they would be bred. We have also in this department, made it a business of finding pure seed and good sires. The secretary and the county agriculturist working together on this have been very successful, the one in the field, the other in the office.

We have been instrumental in getting into our county several carloads of milk cows, which have been sold to the farmers who had the feed and the buildings to care from them properly; giving the farmer time in which to pay for them, thereby getting him started on the right path toward success as a diversified farmer."

The same organization reports that by work extending over eight months time, it succeeded in getting enough signers among the farmers to cause the county commissioners to place a "County Agriculturist" on the pay roll. At the outset, the Chamber of Commerce of Lewistown, Montana, guaranteed the salary so as to prove to the farmer the genuineness of its interest in the subject.

THE FARMERS AS GUESTS

Such vigor of description is applied to "Macomb County Day" in Mount Clemens, Michigan, that it is sure to interest the officials of other organizations. The Merchants of the city decided that their farmer patrons should be their guests for one day. On that day about 4,000 farmers enjoyed city hospitalities. It was not dispensed by hired attendants but by the business men themselves, who were on the ground all day mingling with their guests and doing everything to make the day an enjoyable one.

"A special train with banners streaming and the band playing, passed through the county and gathered happy hundreds and brought them in. Then there was entertainment for every minute—everything free. There were games and sports and novelty contests of every sort, all participated in by the farmers and their families. The fire department made an exhibition run; two bands furnished music; a vaudeville show was put on in the open air; lunch, hot and plenty, was served to everybody; a ball game between teams representing the greatest rivalry decided the championship of the county for a handsome prize. Last and best,

every man and every woman on the grounds whose home was outside the city was given a ticket for the "Big Donation Carnival" where over five hundred dollars' worth of articles donated by merchants and other business men were given away by lot. Everything, from a box of cigars to a thoroughbred holstein bull, was carried home by the happy farmers.

The results of the day—well, they are already more than ample, but they will not all be in for forty years."

AN AGRICULTURAL PROGRAM

The Chamber of Commerce of Greenville, South Carolina, has laid out a definite program of work for its agricultural department. This is so clear and comprehensive as to prove of value elsewhere in laying out agricultural campaigns. The program was adopted December 15, 1913, and applies to work for 1914. It is included here.

DEPARTMENT OF AGRICULTURE

Program of Work for 1914.
Adopted December 15, 1913.

I. FOR A BETTER AGRICULTURE.

1. Employ a Commissioner; Co-operate with U. S. Government and with Clemson College.
2. Emphasize:
 - (1) Cover Crops;
 - (2) Rotation;
 - (3) Diversification;
 - (4) Seed Selection;
 - (5) Deep Plowing;
 - (6) Raising Home Supplies;
 - (7) Improved Barns, etc.
3. Push Boys' and Girls' Club Work.
4. Make a Beginning in Permanent Pastures and Live Stock.
5. Hold Township and Agricultural Fairs.
6. Conduct an Agricultural Page Weekly in Greenville News.

II. FOR A SAFER AND SANER RURAL LIFE.

1. Promote Better Roads.
2. Emphasize Work on the Five School Demonstration Farms.
3. Establish at least One Rural Community Center.
4. Work for (1) Home Conveniences; (2) Prettier Homes and More Attractive Yards and Grounds; (3) Farm Sanitation.

III. FOR CLOSER RELATIONS BETWEEN CITY AND COUNTY.

1. Hold Meeting for the Common Good in each Township.

New England is also right in line with intelligent efforts relative to agricultural stimulation. The Board of Trade of Springfield, Massachusetts, brought together 217 farmers on the evening of December 3, relative to organizing the Hampden County Improvement League. This movement originated with the Suburban Affairs Committee of the Board of Trade. The farmers are already enthusiastic about the work of the League in improving the output of products, the building up of soil, etc.

Something has been done in Michigan that should interest every community surrounded by a large proportion of undeveloped land. The Board of Commerce of Bay City classified its third greatest achievement under the head "Rural Credits and Soil Analysis." Its statements relative to soil surveys undertaken at the expense of the State without waiting for the Federal Government are very interesting. We quote:

"Michigan has long been known as a 'lumber state,' but it is rapidly developing as a farming community. Some of the soil is excessively mineral and some unproductive. For these reasons we have inspired and will co-operate with the State Agricultural College in having a Soil Survey made of every County in the State. Quite a number of counties have already been surveyed. These surveys are of many advantages, but we will name two only: First—From this survey, the farmer will know just what to do, and what fertilizer, if any, should be added to produce the best and most abundant crops. Second:

—It will prevent the 'land shark' from selling unproductive or weak land to the 'home seeker.' Hereafter when the 'home seeker' goes into any County in Michigan he will receive a 'guarantee' as to what he buys and he will know absolutely what to expect. In protecting the 'home seeker' we build ourselves."

The Chamber of Commerce of Marshfield, Oregon, is also in the field in advocacy of improved agriculture. As the effort involved the passage of an act through the legislature, we quote:

"We aided in the passage of an act authorizing the State Agricultural College to engage in and conduct and encourage extension, demonstration and field work in all the counties of the State; the said extension work including agriculture, horticulture, dairying, domestic science and other industries and to be conducted by means of instructors in established schools and itinerant schools, farmers' institutes, exhibits at state, county and other fairs and expositions, etc. This bill carried and the State puts up dollar for dollar with any county for the above purpose to the extent of but not to exceed \$4,000.00 for any one county. For instance our county put up \$1,000.00 for this work and the State has put up a like amount, thus giving Coos County \$2,000.00 for this work."

The Board of Trade of Phoenix, Arizona, got behind the effort which secured a state appropriation of \$30,000 for the establishment of a new experiment station. Two forty acre demonstration farms will be part of the effort and eighty acres will at once be used for experiment work, making a total of 160 acres. The Board of Trade finding itself confronted by delays in securing the services of a farm adviser has now planned to "go it alone," raising all the funds for the farm adviser service in the city of Phoenix and in the County of Maricopa. It is also planning an official hay inspector and to protect the cotton crop from an admixture of seed; for the cotton produced in the Salt River Valley is Egyptian Long Staple and the maintenance of its purity important.

The Chamber of Beaumont, Texas, regards agricultural development as its chief achievement. We quote:

"The campaign embraces close co-operation with the government demonstration agents operating in the various counties contiguous to Beaumont; distribution of improved seed, offering prizes for best crop results, encouragement of county fairs, maintenance of agricultural information bureau."

FARM BUREAU IDEAS

The Chamber of Commerce of Missoula, Montana, is directing its chief attention to agricultural stimulation. It is surrounded by 2,000,000 acres of agricultural land and therefore regards the upbuilding of the tributary country as of greater immediate importance than work done in relation to the city itself; for its says:

"A prosperous farming community insures a prosperous city and while payrolls are a great help to any municipality, the building up of a flourishing farming community is of just as great importance."

The Chamber of Commerce of Champaign, Illinois, has secured the organization of a Champaign County Agricultural Improvement Association which has employed an expert for a term of three years. This expert is on duty constantly.

The Commercial Club of Arkansas City, Kansas, says:

"The most outstanding achievement for this organization for the year is the institution of the Cowley County Farm Bureau. The farmers of the county who are members of the Bureau subscribe \$1,000. The business men of Winfield, concurring with the business men of Arkansas City, subscribe \$1,000 for each community. The Bureau of Grain Exchanges in Chicago donated \$1,000 and the Bureau of Plant Industry in Washington contributed \$1,000. Funds and contributions are based upon a two year pledge. The Bureau is a success. The officers purchased an automobile for the demonstrator which he uses in covering his territory.

At the present time, the demonstrator is stimulating interest in rural organization, inauguration of farmers' clubs, addressing district meetings, Granges, Institutes, etc. He is also arranging for demonstration plats of from two to five acres and we are hopeful of having the County Commissioners place the county farm under his direct supervision so as to make the county farm a paying proposition."

Farm Bureaus are spoken of very enthusiastically by the Chamber of Commerce of Buffalo, New York, relative to Erie County, and by the Board of Trade of Canajoharie relative to Montgomery County.

State Organizations

THE Merchants' and Manufacturers' Association of Milwaukee aided in forming

"The Wisconsin Association of Commercial Secretaries upon an educational basis that will mean greater efficiency for every commercial organization with it. The step is also regarded as an important one in that it inaugurates an era of state promotion and brings unity of purpose and action into play in all that will advance the economic and civic welfare of an entire state."

Steps are being taken through suggestions arising from the Salisbury Industrial Club, in the direction of reviving a State Chamber of Commerce for North Carolina.

At a Mid-Winter Fair to be held in Baton Rouge, Louisiana, January 15 to 17, steps will be taken to organize a Louisiana State Chamber of Commerce. It is planned to urge the legislature of the state to provide \$50,000 a year for colonization and immigration work. The preliminaries of organization have been attended to by Joseph A. Babb of Shreveport, formerly Secretary of the Chamber of Commerce of Birmingham, Alabama, and G. A. Waterman of Baton Rouge, formerly Secretary of the Chamber of Commerce of Pensacola, Florida. The endeavor to secure a state fund for state advertising is based upon the conviction that official statements relative to a state will be believed more promptly than if set forth by private or semi-private methods.

NEW YORK STATE CHAMBER

At the invitation of the Rochester Chamber of Commerce, delegates from a large proportion of the commercial organizations of the State of New York met in Rochester on November 15th, and formed the "Associated Chambers of Commerce of New York State."

The immediate reason for the formation of this association was the necessity for a systematic interchange of information regarding the attitude of New York State commercial bodies toward state legislative matters.

The idea back of the whole movement is that the only way a Legislature can do the will of the people, is to be properly advised; that such advice from commercial organizations can best be accomplished by a central body that will take the referendum of all commercial organizations and transmit the findings to the Legislature; and that if sentiment is divided, it will be simple to show the Legislature where and how it is divided.

To bring about this organization, the Rochester Chamber of Commerce, during the month of September, sent a letter to the various commercial associations throughout the state calling their attention to the importance of such cooperative action in regard to pending legislation.

On October 29th, with the endorsement of a considerable number of organizations as a warrant, a conference was called to be held in Rochester, November 15th. At this conference, the Association was launched, a temporary chairman was elected and the Board of Directors chosen. The constitution and by-laws are now in galley form awaiting final editing by the Board of Directors.

Achievements of Commercial Organizations (Continued)

City Charters

CONSIDERABLE progress is reported in the direction of agitation or successful effort in favor of commission government, revised city charters, etc.

A bi-partisan commission form of government was inaugurated in Fairmont, West Virginia, on January 1st. The Chamber of Commerce of that city regards this as its greatest achievement for the year.

During the year past, the commission form of government was inaugurated in Cheyenne, Wyoming, the movement being started by the Industrial Club of that City.

The Chamber of Commerce of Cincinnati, Ohio, started the movement for a new city charter which resulted in a favorable vote and a good commission.

Down in Arizona, the Board of Trade of Phoenix secured the appointment of a committee of 125 to frame a city charter. The charter was approved by the citizens, has received the signature of the Governor and will go into effect early this year.

The Board of Commerce of Bay City, Michigan, is trying to establish the Commission Form of Government with a city manager.

The Commercial Club of Logansport, Indiana, in writing regarding its three achievements, includes some references to organized efforts that are indicative of a great change in the municipal affairs of the state. We quote:

"Possibly the second thing in importance handled by the Commercial Club is the fight for a *business form of government for cities*—a form believed to be a step in advance even of the Commission form. To bring Indiana from the ranks of the most conservative state in municipal government to the leader is a long and radical step. Only by a systematic campaign of education through the press and by speakers over the state was it possible to arouse interest in the movement. That the Logansport Commercial Club along with Commercial Clubs over the entire state should so arouse the general interest in more efficient methods of city administration that the legislature would grant this form to cities of the first and second-class is considered a great victory. It is the hope of the Commercial Clubs of Indiana to see this so enlarged that smaller cities, which have in many instances been the hardest fighters for the measure, can be enabled to take advantage of the measure."

City Planning

A NUMBER of organizations regard their efforts in the direction of city planning as among the most important achievements of the year. It is quite possible that nothing in the nation has, in the past year, equalled the stir in the direction of city planning as it has affected the State of Massachusetts. There is now in that State a City Planning Law and, as stated in an earlier number of THE NATION'S BUSINESS, the Boston Chamber of Commerce is now distributing weekly a card catalogue system of recording city-planning facts so as to aid all the cities of Massachusetts in giving directness and success to their efforts. The city planning law of Massachusetts is entitled "An Act to Provide for the Establishment of Local Planning Boards by Cities and Towns." Copies can be obtained from the Homestead Commission, State House, Boston, Massachusetts.

The Board of Trade of Salem was largely responsible for the creation of

the City Plans Commission for Salem. It states that this was the first one organized in Massachusetts.

The Business Men's League of St. Louis is actively interesting itself now in city planning, co-operating closely and usefully with the City Plans Commission.

The Chamber of Commerce of New Haven, Connecticut, considers the creation of a City Plans Commission there as one of its most important achievements.

The Board of Trade of Alton, Illinois, has been conducting a city planning campaign that has progressed to the point of a survey and recommendations by a specialist.

In California the Chamber of Commerce of Sacramento went into the subject of city planning quite extensively. We quote in part:

"Possibly the greatest service of the year was the inauguration of a comprehensive city planning campaign. The people of the city at first had no conception of what city planning meant, or of its desirability. They laughed at the idea, for example, that Sacramento had a housing problem. The interest of the people was keenly aroused after a housing survey was made by the chamber of commerce and a publication of the conditions found. Interest was further aroused by securing a visit from Dr. Werner Hegemann, the noted German expert, on city planning.

The result to date is the appointment of the general city planning committee of 150, divided into 15 sub-committees, each having an important branch of city planning work.

It is now possible for the Park Board and the City Commission to unite in employing Dr. John Nolen, of Boston, to prepare a comprehensive and complete Park and City plan.

We might call attention to the fact that the capitol extension will, in connection with our present 34-acre capitol park, enable us to have a state civic center which it will be hard to excel."

There may be suggestive value to other cities in stating that in Akron, Ohio, the Chamber of Commerce has favored plans for the construction of an auditorium-armory building as part of a proposed group plan of public buildings. The special point of this statement is that commercial organizations should watch closely the location of all later public buildings so as to endeavor to produce a civic group effect wherever it is advantageous.

Water and Sewers

WITHOUT question the most extraordinary achievement in the direction of water supply for a city is that which has now reached its successful conclusion in Los Angeles. The Chamber of Commerce of that city has consistently co-operated for years past in gaining support for a water diversion from the Owens River in the Sierra Nevada Mountains 209 miles away. As stated when loving cups were presented by the Los Angeles Chamber of Commerce to William Mulholland and to Joseph B. Lippincott, "an audacious and optimistic city on the far Western rim of our continent mortgaged its future for \$25,000,000.

Today Los Angeles is triumphant! Today her half million people with mingled emotions of gratitude and exultation acclaim the completion of an undertaking stupendous and daring and the world marvels at another miracle performed. Our dream of dreams becomes a reality and our city writes in her proud history another wondrous page. Pierced are the mighty mountains and riven are the barriers of the forbidding sun-baked desert. The pure and scintillant rills from the ancient glaciers and snowy pinnacles of the far distant Sierra Nevada are rolled into a foaming torrent, and gushing from the outlet of our gigantic aqueduct soon will fall in a dazzling cascade before us.

At the inception of the now world-famed project of the Aqueduct, William Mulholland took the Los Angeles Chamber of Commerce into his confidence. That organization has ever had unbounded faith in his

ability, his judgement and his loyalty. It has shared his disappointments, all now of the victorious past; it rejoices at his triumph of the magnificent present and it will glory in the proud future which will to him be accorded."

In mentioning the great water achievements of the year, the completion of the new aqueduct into New York City from the Catskill Mountains underground for more than 90 miles, represents the most difficult effort in the direction of a water supply that this country has ever seen. It has involved underground work the entire distance, and engineering problems of peculiar difficulty owing to the necessity of burrowing beneath the Hudson River. By means of its enormous size, the diameter of the tube being 15 feet, it is expected to furnish the city between 500,000,000 and 600,000,000 gallons of water a day.

SOME LESSER EFFORTS

The above references to New York and Los Angeles emphasize the importance of an adequate and uncontaminated water supply for any city and it is therefore encouraging to see that many commercial organizations are interesting themselves in dealing with situations that are important to them, even though the solution is not on so stupendous a scale as that in Los Angeles and New York.

The Board of Trade of Wheeling, West Virginia, has after years of effort secured the creation of a commission to report on the best method of filtering the water supply of the city.

The Chamber of Commerce of Sacramento, California, was entirely successful in securing a favorable vote for a bond issue of more than \$3,000,000 for the extension of fire and water protection and for other municipal improvements.

The Chamber of Commerce of Champaign, Illinois, also interested itself in the water protection as related to fire protection. The same is true of The Commercial Club of Arkansas City, Kansas.

TWO SEWER PROJECTS

Two sewer systems completed or proposed are worthy of mention. The Commercial Club of East St. Louis co-operated in all the preliminary effort to secure a large outlet sewer at an expense of about \$800,000. This is sufficiently large to take care of all lateral sewers no matter what may be the rainfall and will thus have important relation to the health of the city. The Merchants' and Manufacturers' Association of Milwaukee was chosen by the administration of that city to make an inquiry into the plan of a comprehensive sewer system for the city. The whole question was so thoroughly investigated that the judgment of the Association was accepted by the administration and the public as a finality. The carrying out of the plan involves the expenditure of millions.

Locating Industries

IN the direction of locating industries, some very interesting communications have been received, and yet in most cases it is not possible to refer by name to the industry that has been located, since it may have happened that this same industry has been moved from somewhere else.

It will interest a number of commercial organizations to know that the Board of Trade of Springfield, Massachusetts, regards the formation of an Industrial Holding Company as an achievement. It is organized for the purpose of financing or assisting large or small industries to locate.

An instance of direct application of

an industry to a need is found in the work of the Industrial Club of Cheyenne, Wyoming, which secured the establishment of a flouring mill to handle the wheat grown in the vicinity by dry farming methods.

The Chamber of Commerce of Los Angeles regards as its most important step the establishment of an Industrial Bureau. Its business is to watch out for such industries as could appropriately be brought to that city.

Meadville, Pennsylvania, through its Chamber of Commerce speaks with praise of the work of its Industrial Commission which has been very successful in attracting new industries to the city of Meadville.

The Chamber of Commerce of Wilmington, Delaware, has launched a \$1,000,000 development fund plan which is to be incorporated. The willingness to subscribe to the fund is regarded by the officials of the Chamber as an evidence that the whole population is coming to realize its mutuality of interest in civic development.

In the case of a packing plant located at Pine Bluff, Arkansas, through the activities of the Chamber of Commerce of that city, it will be noted with interest that an additional campaign is being carried on for the enlargement of the live stock industry in all the territory around Pine Bluff, thus endeavoring to make the packing plant an immediate local benefit in a stimulated, permanent agriculture.

The Commercial Club of Logansport, Indiana, makes a statement in connection with its remarks relative to the locating of industries, which deserves consideration. We quote:

"It is the contention of the club that several small industries are better for a city of the size of Logansport than a few larger ones at whose mercy the city would be. The results from the operation of this theory have so far proved its soundness."

The reorganization of the Progressive Union of New Orleans into its present form as the Association of Commerce has led to the assignment of all industrial stimulation to the Industrial Division. Within the past three months under this new plan of operation four new important factories have been located in the city.

The Chamber of Commerce of Quincy Illinois, emphasizes a point in connection with this whole matter of locating industries that can be best understood by quoting direct:

"We are working out a systematic plan for direct industrial advertising. By this plan the advantages of Quincy are brought directly to the attention of selected manufacturers in a way most likely to impress them with this city as a location for manufacturing. The principal advantages of the plan are, its relatively nominal cost and the fact that it avoids the waste of time, labor and money incidental to many other methods, used for attracting the attention of manufacturers."

Some few cities of the country feel that reasons exist for a very careful selection of industry. Resort cities are of such a type. Among the resorts Mt. Clemens, Michigan, can be mentioned. The Business Men's Association has this to say relative to the launching of an enterprise there.

"The Industrial Committee decided that to be of any real benefit to the city and not a detriment to the resort interests which predominate in Mount Clemens, any new factory located in the city must be select and employ high-class labor. To make sure of having just what they wished, they selected the kind of factory they wanted, which was a general ware pottery, determined the amount of capital necessary to make a success of the enterprise, and then sought out the best man available anywhere to manage the enterprise.

Upon the recommendation of the Committee, the citizens subscribed the necessary capital, one hundred thousand dollars, employed the one best man for manager and started the new enterprise off without debt, watered stock, promoter's commissions, bonuses or anything else to impede or impair."

Commercial Training in American Universities

The educational institutions of the Nation are taking the lead in training an increasing number of the youths of this country for business leadership. It has become recognized that the problems of organization for commerce and of administration call for training and preparation of a character more adequate than that supplied either in the grade schools or the high schools, or that may be obtained through any system of apprenticeship in business. Notes on this educational change follow and are commended to the consideration of our readers as a most encouraging indication in the field of business preparation.

ALMOST unnoticed a very marked change has been taking place in the higher institutions of learning of the Nation. Fifteen to twenty universities now have courses in commerce and in related subjects.

To mention one or two types will indicate the adaptation which is going forward. Fifteen years ago the Louisiana State University offered a four-year course of study in which the dominant idea was commerce. It carried with it an A. B. degree. One of the motives back of the study as expressed by a member of the faculty of the institution, was as follows:

"All callings or occupations that will return an honest and honorable living to man have relations so far reaching and so important as to challenge the scholar's ability to find them out and set them in scientific order. The position of commerce in the life of the world leaves no doubt that in dignity, in complexity, and in its manifold relations, it meets every demand of a college course. History cannot be interpreted without it; indeed, in many periods and especially in these latter years, the history of commerce is the history of the times. Civilization owes more to commerce than to any other agency."

The idea of the course as a whole is to produce practical results, as will be indicated by this quotation:

"To train a large number of our young men to speak Spanish, to know intimately the habits and customs of those countries (South and Central America) is of more importance right now than to manufacture goods to be sold there. We have the goods remaining unsold because we have not had the patience and foresight to train the salesmen."

Again, to show the adaptation of these courses to practical needs, reference should be made to the cycle of four courses offered by the School of Commerce, Finance and Accounts of the New York University. This cycle includes the study of physical, commercial and industrial geography of North America, South America, Europe and Asia.

Among the universities and institutions of high rank that offer courses in commerce, the following are definitely known:—University of Minnesota, Northwestern University, University of New York, University of North Dakota, University of California, University of Illinois, University of Michigan, University of Nebraska, University of West Virginia, University of Arizona, University of Indiana, University of Oregon, Ohio University, University of Georgia, University of Kansas, Harvard University, Ohio State University, Chicago University, University of Iowa, Columbia University of New York, and the University of Cincinnati.

Not all the courses offered are referred to owing to the non-arrival of replies, in time for going to press. In earlier issues of THE NATION'S BUSINESS, extended reference has been made to the course offered by the Graduate School of Business Administration of Harvard University.

University of Minnesota

THE University of Minnesota maintains evening courses of instruction in business, giving as its reasons the following:

"The need of special training for a business career can no longer be questioned. Business is rapidly becoming a profession and professional training for business life is now passing to the universities, just as the preparation of lawyers, physicians, and engineers was passed to the higher institu-

tions of learning in America in the nineteenth century.

But the need of such instruction is not confined to those who can reside at the University and devote their whole time to study. Thousands of young people who live in the larger cities of the State are obliged to go into business life without a college course, but are ambitious to improve their spare time. Experience has proved that these very people, while obtaining practical experience, can best comprehend and appreciate the instruction a University affords."

These courses provide instruction in accountancy; finance, banking practice, investments, speculation and the money market; commercial banking, and commerce. The course in commerce deals with economics, including labor problems such as unionism, trade agreements, compulsory arbitration, monopolies, taxation and taxation reform and finally problems arising from differences in the agricultural and mechanical industries; with business law in all its phases; with state regulation of business; principles of retail selling and merchandising; with advertising; with business organization and management; business English and sales correspondence; with railroad and traffic rates, including the development of the American railway; organization and management of freight service; routing and mis-routing traffic; State and Federal Rate Commissions; and kindred subjects. It considers also the industrial history of the United States, and commercial geography, giving thorough attention to a study of the production and distribution of the world's leading commercial products with reference to the source, use and industrial process.

Ohio University

THE School of Commerce of Ohio University at Athens, Ohio, was organized in 1909 with two courses of study, each including two years. Instruction is given in accounting; commercial law; negotiable contracts; corporation accounting and law; corporation and trust finance; money and banking; industrial and commercial geography, which treats of commercial conditions as they are found in various parts of the world, as a result of certain physical and political influences; of the products of human industries and commerce, and of the conditions of inter-dependence existing among different parts of the civilized world; industrial history of the United States; and amanuensis work.

University of Arizona

THE University of Arizona now offers two distinct courses in Business, Economics, Commerce and Finance: a two year course in practical business economics leading to a certificate; and a four year course leading to the degree of B. S. in Commerce.

The Two Year Course in Business is offered especially for those high school graduates who wish to prepare for business life and who cannot afford to take a four year course in commerce. Emphasis is placed upon the more practical phases of business training.

Any subject in the two year course will be accepted for full credit in the four year course.

One of the valuable features of this course consists of talks given by bus-

iness men to the students. For the coming year arrangements have been made for several of these talks by men who have had experience in business administration, organization, real estate, fire insurance, life insurance salesmanship, banking, and trust business.

The Four Year Course in Business Economics, leading to the degree of B. S. in Commerce, is offered to meet the growing demands of the business world for men who are not only liberally educated, but who are also equipped with technical knowledge of finance, business organization and administration. In addition to all that is given in the Two Year Course, the student is required to elect science or mathematics, and more foreign languages. This course allows the student considerable freedom in the choice of electives. Entrance requirements are the same as for the A. B. degree.

University of Illinois

THE commerce course of the University of Illinois was designated in 1868 "for the arduous and riskful responsibilities of the merchant and business man" and was called the department of "Commercial Science and Art." At that time the course embraced the main subjects of bookkeeping, commercial calculation, and commercial correspondence. The course was later changed to the School of Commerce. Still later it was realized that it was not the aim of the college to prepare clerks and bookkeepers, but to prepare young men for leadership in business. Therefore, the course was discontinued until 1902 when it was reorganized as "The Courses of Training for Business." In ten years the number of registrations for these courses has increased from 253 to 2,125, representing about 1,500 individuals. Since the reorganization of the course, 169 men have been graduated from this new four-year course. The requirement for admission is that the applicant shall have had a four-year high school course, including credits for certain subjects. Courses are offered in general business, in banking, in commercial and civic secretarial work, in insurance, in accountancy, in railway administration for commercial teaching, and in farm organization and management.

Bearing directly upon commerce, the courses for undergraduates offer opportunity for instruction relative to the principles of economics, financial history of the United States; public finance, money and banking; the money market; corporation management; industrial consolidation; labor problems and statistics; commercial law; economic resources; modern industries; mechanism of domestic commerce; foreign commerce and commercial politics; tariff and customs regulations of the United States; railway transportation and regulation of rates. Included also are courses in modern languages, geography, history, rhetoric, philosophy and political science.

University of North Dakota

THE course in Commerce of the University of North Dakota is designed primarily to give special training to those who expect to enter general business, banking, journalism, commerce, the United States civil service, or the consular service; and en-

deavors to give the same definite preparation that the University offers to those entering the professions.

The purpose is to give the student a general training in English, a practical acquaintance with some foreign languages, a knowledge of the basic facts of science and the fundamental principles of economics and history. Under the latter subjects are included courses in economics, money and banking, transportation and English and American History. Through the study of economics the student becomes acquainted with business forms, types of organization, general matters relating to exchange, transportation, the organization of markets and the like. The distinctly commercial subjects give the student information and practice along the lines of accounting, business correspondence and methods; while the courses in law afford the knowledge of contracts, agency, sales, corporations and other legal subjects so essential to the well equipped business man. The elective studies planned for the last two years of the course are arranged in groups and cover related courses in business organization, insurance, transportation, agricultural economics, industrial chemistry, banking corporation finance, and business law.

Northwestern University

THE School of Commerce of the Northwestern University was established in 1908 through the co-operation of sixty business men of Chicago, members of the Chicago Association of Commerce, the Illinois Society of Certified Public Accountants, and the Industrial Club of Chicago, who assumed financial responsibility for the project. The full course covers four evenings a week during three academic years and the degree of Bachelor of Business Science is bestowed upon graduates. Courses are offered in accounting; in banking and finance, including corporation finance and investments; business law; commerce; economics; industry; business psychology; transportation and languages.

The course in Commerce aims to give thorough knowledge of the resources on which are based the industries and commerce of the United States. Comparisons are made between the resources of this country and of other countries, especially those competing with the United States in the world's markets. Involved in the course is a study of agricultural resources, commerce in agriculture and animal products, mineral and water resources, the distribution of manufacturing industries; business and commercial organization and management; and retail merchandising.

The course in Industry deals with the law and policy of industrial combinations, monopoly and restraint of trade under the Common Law; trust regulation and industrial consolidation and efficiency.

The course in Transportation covers thoroughly a study of the American Railway system and the service it renders; inter-railroad relations in the form of pools, stock ownership, etc.; the regulation of railroads; rate making in theory and in practice; discriminations; freight classifications; and The Interstate Commerce Commission.

Commercial Training in American Universities

(Continued)

New York University

THE Course offered by the School of Commerce, Finance and Accounts of the New York University is especially adapted to train men for public accountancy, advertising and salesmanship, banking, the consular service, credit work, fire and life insurance, journalism, manufacturing, mercantile business, public and civic activities, real estate brokerage, secretarial duties, stock and bond and produce brokerage, and for teaching in commercial high schools. Great strength lies in the special lectures which are given during the year in the branches pursued by the students. Lectures are given by authorities on finance, government, commerce, politics, law, and related subjects.

The commerce course offers opportunity for efficiency and thorough knowledge in political economy, which is studied during the first and second terms, the more advanced study calling for intelligent discussion and interpretation of the principles of political economy, dealing with trades unions, the relations of employer and employee and a discussion of such questions as: "Is there evidence to show that trusts in the long run exact higher prices from the consumer than would be charged under a competitive regime?" and "Is there any basis for the contention that a protective tariff is not wholly paid by the consumer?"

Included in the commerce course is a thorough study of business ethics and organization; geography of commerce and industry, covering all phases of water and rail transportation; natural resources and their conservation; trade and transportation, including terminal facilities and methods of handling freight; railroad tariffs and a study of the relation of ships to the railroad; marketing values and markets, involving a complete study of the markets for the materials involved in the typically American industries, i. e., coal, iron, cotton, wheat, sugar, and live stock. The source of the demand for each commodity is looked for and its nature analyzed. The course of prices during the last thirty years is followed and an effort made to account for their changes. Trading customs, and regulations of various countries are compared, and studies made of them.

A study of physical, commercial and industrial geography of North America, South America, Europe and of Asia is dealt with in a cycle of four courses. Of particular significance is the study of South American and Far Eastern Trade and Industry. Analysis is made of the general industrial situation in the leading Oriental and South American countries, and consideration is given in detail to conditions prevailing in particular industries and the methods of trade. The course is intended for those engaged in manufacturing or trade in the United States, as well as for persons interested in the import or export trade.

University of Nebraska

IN the belief that a thorough knowledge of fundamental conditions is necessary to success in the field of commerce, the School of Commerce of the University of Nebraska offers a broad selection of courses. The Department of Political Economy and Commerce is devoted to the requirements of those students training for business careers. Among the subjects

offered are: Political economy; money and banking; American industries; involving the study of raw materials, the processes involved in manufacture; and marketing and shipping problems. A study of the geography of commerce covers a broad field, in that it deals with conditions affecting commercial development, followed by careful study of the natural resources, industries, products and commerce of the principal countries of the world; the localization of industries and the consequent commercial relations between countries. Accountancy is taught, together with auditing, insurance, history of commerce, the economic history of England and of the United States, economic development of the Far East, including the investment of Western capital; projection of railways, the hare of Europe and America in Oriental trade; the economic value of Central Asia; the industrial development of Japan and China; financial history of the United States; stock and produce exchanges; municipal industries; railway transportation; corporation methods; trust problems; business organization; statistics and prices; labor; industrial efficiency; and related subjects.

University of Michigan

IN its department of Business Administration, the University of Michigan offers five complete programs; one each in general business, in accounting, in banking, in railway administration, and in mine administration; taking into consideration the opportunities offered in that State. Study of economics is required in each of these branches.

In the general business course, business organization and management are taught, together with law, transportation problems, accounting, principles of industry, corporation problems, production and marketing, investments and banking. Problems in sociology, political science and philosophy are recommended as electives to students of this course.

The course in railway administration is designed to meet the needs of (1) those who wish to enter the administrative departments of railroads (2) those who desire to become attached to Federal or State railway commissions (3) persons preparing for the statistical or appraisal work of banking or brokerage houses and (4) those desiring a general knowledge of transportation.

The program offered for the study of mine administration combines with a groundwork of humanistic studies, courses in geology, mineralogy and economics. Important in this course, in addition to the three main subjects, is the study of transportation problems, business organization and management, problems of production and surveying.

Columbia University

COLUMBIA University, in the City of New York, prepares its students for success in commercial fields by offering them training in commerce and industry; in commercial law; in English; in finance; in modern languages; industrial history; and sociology.

The course in commerce and industry covers thorough knowledge of the principles of economics; business organization and administration; commercial geography; business and social statistics; railway and water transportation, including a review of the development of modern systems; the re-distribution of business; changes in trade routes, with special reference to the foreign and domestic commerce of the United States, the question of transportation ownership and opera-

tion and rate regulation. Consideration is also given to advertising, in theory and practice, and to the history of salesmanship with practical application to retail, wholesale, specialty selling, and promotion.

Indiana University

IN preparing students for a successful business career, the College of Liberal Arts of the Indiana University confers upon graduates of the commercial course a special certificate, in addition to the diploma conferring a degree in the Department of Economics and Social Science.

The commercial course is designed to give the student a more comprehensive view of the economic forces of society than he could obtain without such a training. Besides modern languages, mathematics, English composition and literature and history, thorough training is given in political economy; the economic history of England and of the United States; corporation economics; accounting; labor problems; economic and commercial geography of the United States; every phase of transportation; and business organization and administration. Among a number of elective subjects, open to students taking the commercial course, and bearing directly upon business, are municipal problems; insurance; descriptive sociology; socialism and social reform; public speaking; American politics; international law; law of bills and notes; law of insurance; law of public service companies; industrial chemistry and economic geography.

Ohio State University

OHIO is another state which regards a commercial course as an essential part of the offering of a state university, and includes in the courses offered by the Ohio State University at Columbus, a course in Business Administration and Social Service. The faculty of the University believes:

"The argument for a university training for business rests upon the claim that the commercial and industrial relations of today are capable of scientific analysis and that this analysis will show that there are certain principles which guide men in the conduct of their business affairs. With the differentiation, specialization and growing complexity of the business world, a knowledge of general principles at the outset is more important than heretofore. Experience in business has not the educational value it once had. The entrance to the business world at present is usually through a routine position. In the latter sphere the apprentice has not a good opportunity to learn the organization of the business and relation of the business unit to others.

Consequently, a knowledge of general principles in advance seems necessary to promotion to a managerial position of importance."

The Department of Economics and Sociology is in close co-operation with the Columbus Chamber of Commerce, an aggressive commercial organization which has a membership of nearly 2,000 of the most prominent business men of the city. This co-operation makes possible a more complete investigation of the social and industrial conditions of the city and state than could otherwise be obtained.

Thorough attention is given to study of the economic history of England and of the United States, economic geography, accounting, public finance, problems of taxation, the financial history of the United States, business law, business and social statistics, money and currency, banking and the money market, municipal economics and finance, life and property insurance, commercial policies and development, mercantile institutions in domestic trade, foreign markets and the consular system, corporation economics, industrial organization, labor legislation, railway economics, railway organization and administration, and the principles of advertising.

University of Louisiana

THE Course in Commerce offered by the University of Louisiana demands the same preparation for entrance, the same rigid requirements as to amount of study and quality of study for graduation, and bestows the same degrees, as are customary in the older courses. The course has special reference to South American trade in three subjects,—commercial geography, commercial history of South America, and the Spanish language. In geography, the classes make use of publications of the Pan American Union and of the bulletins of our consular service. The studies have omitted none of the many carefully prepared reports on South American commercial conditions and customs. The tastes of the people, the requirements for transportation especially through the mountains, the terms of credit, banking facilities, etc., are topics of study, the information being drawn from our consular and other representatives on the ground.

The laws of commerce, international law, economics, accounting and business practice form another important group of studies in the course. The laws of commerce are the laws of contracts, bills and notes, insurance, agency, common carrier, etc. Accounting and business practice familiarize the student with the routine and records of modern business transactions. The study in language requires three years of Spanish, two of English, and two of either French or German. Natural science and mathematics make up the balance of the course.

University of Georgia

THE State of Georgia regards it as a plain business investment for the state to train its young men in business methods in order not only that they shall be benefited, but also that advantage may accrue to the state from improved business methods. This belief is given form in the School of Commerce of the State University. As set forth by the faculty of the University:

"The School of Commerce is to afford access to the most authoritative information on business matters, to present an impartial view of the great facts of business organization, to provide a clearing house of economic data. It is to be a laboratory for the study of the machinery of modern business, and a training school for the preparation of men fitted rightly to attack difficult business problems. It is to be the agency whereby the University in still another phase can come in touch with, and co-operate with, the citizens of the state."

The courses offered in the School of Commerce are open for election in the other departments of the University, and form part of their curricula. Under Business Administration instruction is given in accounting and auditing, commercial organization and management, industrial organization and management, and commercial law. Under the heading Economics, study is made of the history of the world's industry and commerce with particular attention to the rise and decline of great commercial cities and nations; the development of industry, transportation, labor and agriculture in the United States; the financial history of this country. Commercial Geography is studied as affecting the products and chief industries of the world, and the distribution of population is considered from an economic standpoint. Thorough study is made of the American government, national, state and local in all its phases; money, banking and credit are considered, together with corporation finance, transportation, public service companies, industrial combinations, labor problems, public finance, insurance and agricultural economics.

Foreign Trade and International Interchanges

Foreign Markets Essential*

by John Hays Hammond

AS a great industrial nation, especially in manufactured products, the United States leads the world. Of the value of these products in the year 1910, amounting to 20 billions of dollars, our home market absorbed 19 billions, or 95 per cent., and our exports amounted to 1 billion dollars, or only 5 per cent. Authorities regard this as nearing the limit—that is to say, the point of saturation—of our domestic markets, so far as present demands during normal periods are concerned. It is because of the extraordinary capacity of our home markets that our nation hitherto has made no strenuous efforts to exploit foreign markets. England and Germany, on the other hand, with comparatively restricted domestic markets, have paid more attention to the development of foreign trade, and for that reason the value of the annual exports of each of these nations has exceeded that of the United States by 30 per cent.

A new tariff has been recently enacted. It will result, as was designed, in an increased importation of manufactured products, aggregating, probably, a very large amount. The inevitable effect of such imports will be to restrict the capacity of our home markets for domestic products. (I am not discussing the merits of the new tariff, but referring only to its inevitable effect in this one particular.)

FOREIGN MARKETS ESSENTIAL

Therefore, having regard to these facts, it is obvious that we must either curtail the capacity of our factories, which would result in throwing out of employment hundreds of thousands of wage earners, or we must depend upon the exploitation of foreign markets for the relief of our congested industries.

In her foreign trade Great Britain has followed the lines of least resistance. In the year 1911 she exported to British colonies and possessions, (where she enjoyed preferential tariff rates) nearly 40 per cent. of her entire exports; while only 30 per cent. was sent to other manufacturing countries having a protective tariff, and of the remainder, a large part of her exports was to countries where there was no competition on the part of home industries, i. e., to neutral markets.

America and Germany, on the other hand, have succeeded in developing trade with countries which have highly organized competitive industries in the same lines of merchandise; that is America and Germany have "bucked the center," while England has "played the ends." Conformably with this policy Great Britain has given special attention to the development of markets in South America. Until recently her supremacy there was acknowledged, but the extraordinary development of German trade during the past few years has threatened the predominance of English interests in that quarter.

I agree with the optimism which has been expressed as to the great opportunity offered the United States for the development of important markets in South America, and especially on the west coast, after the opening of the Panama Canal. But we shall undoubtedly have to meet the keen competition of England and Germany and we must be prepared to meet other formidable competitors as well—Japan

*From Address delivered at Latin American Conference, Clark University.

for example, which is already gaining a firm commercial foothold even on the eastern coast of South America.

INVESTMENTS AND COMMERCE

In the extension of her South American trade, Great Britain has given us an object lesson. Within a decade she has trebled her exports to Brazil and to Argentina. While this increasing is in a large measure due to special efforts in the exploitation of those markets, it is, nevertheless, the fact—and this is a point I wish to emphasize—that the increase is chiefly due to the investment of enormous sums of British capital in the development of the industries of those countries. Likewise, the experience of Great Britain in many other countries where British capital has been invested demonstrates the proposition that trade follows the investment of a nation's capital as well as a nation's flag. In short, the investment of a nation's capital in foreign countries for the development of their industries is the sesame that opens the door of trade. How wide the door of trade will be opened depends upon the success attending that nation's efforts in securing rapid and cheap communication and transportation; in providing the character of commodities needed by the countries in question; in the establishment of banking facilities to meet the requirements both of the exporter and the importer, and, finally, in the fostering of friendly relations by intimate intercourse between the citizens of the respective nations.

Now, in order to stimulate the investment of capital in foreign lands it is prerequisite that the investor be assured of protection by his government against any unfair interference or discrimination on the part of foreign governments where these investments are made.

If our nation is to pursue a policy of laissez-faire and decline to assume its obligation to afford legitimate protection to its nationals, then its nationals will not be so foolhardy as to risk capital in the development of foreign industries. Or if, in spite of the lack of protection from their government they nevertheless decide to make such investments, they will do so under the auspices of the flags of other nations which guarantee to their subjects proper protection of life and property.

LEGITIMATE GAIN APPROPRIATE

This may be deprecated as "dollar diplomacy," and I would not have such an imputation, because of the insidious interpretation that has been given by sentimentalists to commercial activities in foreign countries where the avowed object is to develop remunerative business. If we are to enjoy our share of the commerce of the world our diplomatic relations must be conducted upon lines which we may perhaps designate by a more euphemistic title, but which essentially must be for the object of legitimate gain; for the investment of capital in the development of the industries of foreign countries is not actuated solely by altruistic considerations, nor is business at home, for that matter, conducted under any such Utopian theory.

It will not be necessary for our Government to assume a truculent attitude towards the smaller nations where investments may be less securely established than in other countries more highly developed politically and industrially. Nor is it expected that our Government should in any way guarantee the success of commercial enterprises; for business men are willing to assume

legitimate risks in their investments. But it is, as I have said, nevertheless imperative that our Government guarantee the fair treatment of its nationals who have invested their capital in legitimate industry under laws obtaining in the country when the investments in question were made. Certain it is that laws resulting in the confiscation of property legally acquired do not justify a great nation in repudiating its obligation to obtain the redress of legitimate grievances of its citizens. And certain it is, also, that our Nation, if it hopes to compete with other great nations in the development of foreign markets, must accord to its citizens at least the same guarantee of the protection of life and property as is accorded the nationals of our competitors in commerce.

Porto Rico Summarized

PORTO RICO continues to show remarkable progress. The report of Governor Colton relative to the year 1913 is very reassuring.

The exports of the Island have increased from \$8,500,000 in 1901 to \$49,000,000 in 1913. The imports have increased in the same period from \$9,000,000 to \$37,000,000. The balance in favor of the Island was \$12,000,000 in the last year. In 1901 the balance was adverse.

Porto Rican coffee exported in 1913 showed an increase of 26% over the year 1912. The value in 1913 was \$8,511,316. The export of fruits has risen from \$109,801 in 1901 to \$3,120,919 in 1913.

It is in the direction of personal betterment of the entire population that most gratifying conditions can be reported. In 1898, eighty per cent of the entire population was unable to read or write. The percentage has now been reduced to 66 per cent and is steadily declining. In 1898 there was in the Island only one building specially erected for school purposes. The total enrollment of students was 26,000. There are now 105 graded school buildings and 264 rural school buildings and the school enrollment has increased to 161,785.

The finances of the Porto Rican Government are in excellent shape. Practically all the property tax goes to the support of municipal governments and school boards. As the assessed valuation has more than doubled in eight years, the financial conditions of the various towns is good. The public works undertaken by the insular government have resulted in a system of modern highways totaling 1,070 kilometers or about 664 miles. This is a remarkably high proportion of good roads to the area of Porto Rico, 6,300 square miles. An irrigation system is projected that will affect 40,000 acres of semi-arid land.

Manufacturers' Exhibit

SPECIAL attention is drawn to an article, published in the Daily Consular and Trade Reports of January 5. In a communication from Consul-General Julius G. Lay of Rio de Janeiro, he describes an Exposition of American manufactures in Brazil.

It appears that the "Museu Commercial" at Rio de Janeiro will install exhibits without charge for space or for exhibiting samples or models, or for the distribution of catalogues.

The Director of the "Museu Commercial" has just returned from an extended visit to the United States. While he was in the United States he called

the attention of several commercial organizations to the unusual facilities offered by the museum to American manufacturers to exhibit their products. He believes that if an exhibition of such goods were organized and handled properly a market in many articles, now unknown in Brazil, could be created. He also points out the advantage to American trade of having the many young Brazilians, who are graduated each year from this commercial academy and go into importing houses, know that the United States can produce a large number of articles better than other countries.

Full details relative to exhibits are contained in the Daily Consular and Trade Reports of the above mentioned date.

Branch Commerce Offices

BRANCH offices of the Bureau of Foreign and Domestic Commerce of the Department of Commerce will be opened in Chicago, New Orleans and San Francisco. A branch office already exists in the Custom House in New York.

In each city an experienced member of the staff of the Bureau will be in charge, to assist merchants and manufacturers in the development of foreign trade.

A very useful feature of the work of these offices will arise from an arrangement whereby Mr. Wilbur J. Carr, Director of the Consular Service, in the Department of State, will arrange for those consuls, who are in this country on leave of absence, to visit these branch offices as convenience permits and to make them meeting places for representatives of business houses that may desire to cultivate business in the particular foreign field in which the consul or consuls reside. Recently, in New York, the representatives of twenty-two houses interested in a particular field called upon a consul while he was at the local office of the Bureau in New York.

It is also planned that the commercial agents representing the Department of Commerce abroad shall visit these branch offices and thus place business men in personal touch with facts that the commercial agents have obtained in their foreign studies.

COMMERCIAL AGENTS AT CONVENTIONS

A third feature which will give broadened value to the work of the Department of Commerce is that its commercial agents on their return to America will attend trade conferences or conventions of persons or organizations interested in special lines of investigation, in order that they may personally inform manufacturers and merchants of the result of their studies in the foreign field concerning their own lines of manufacture. For example, at the convention of the National Canners' Association, to be held in Baltimore early in February, it is expected that Commercial Agents E. A. Thayer and J. Alexis Shriver will be present, both having recently completed long foreign trips while studying the opportunities for the development of a trade abroad in American canned goods. The purpose is to have these gentlemen meet directly the manufacturers for whose goods they have been seeking a general outlet. In the same way it is expected that these commercial agents will visit the cities and localities most interested in the production of the goods whose markets they have been endeavoring to extend, and that they will there also come into personal contact with practical producers.